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Sales Management

The Weekly Magazine for Marketing Executives



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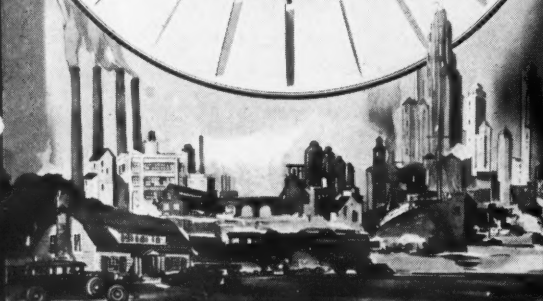
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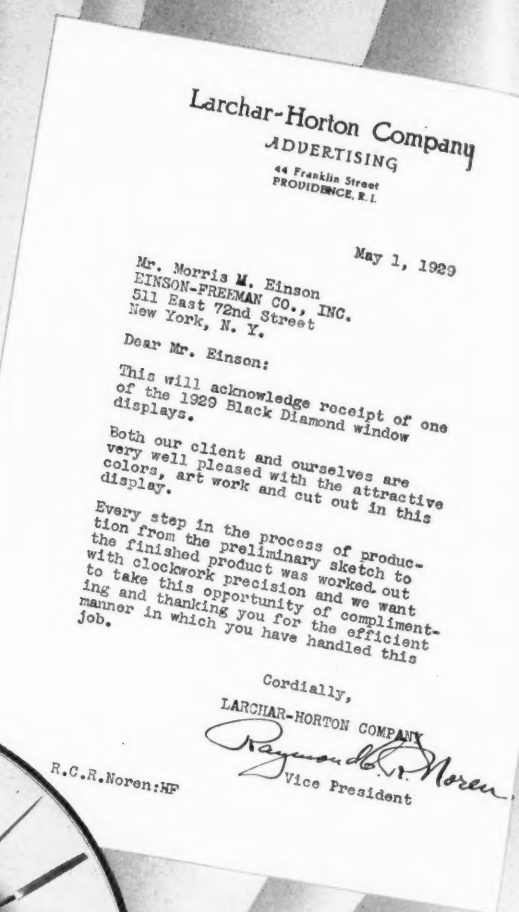
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Baltimore
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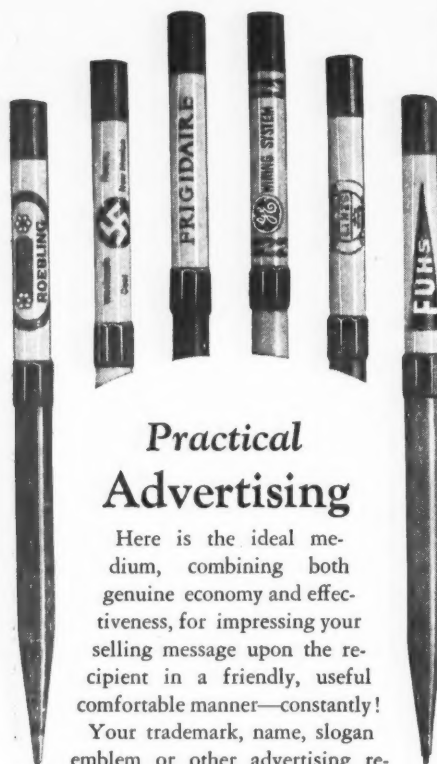
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5 Winthrop Square
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Los Angeles
222 Monadnock Bldg.
San Francisco
1138 Hanna Bldg.
Cleveland
101 Marietta Street
Atlanta
12-231 General Motors Bldg.
Detroit

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LISTO

PENCILS



Practical Advertising

Here is the ideal medium, combining both genuine economy and effectiveness, for impressing your selling message upon the recipient in a friendly, useful comfortable manner—constantly!

Your trademark, name, slogan emblem or other advertising reproduced in color develops lasting good will—creates sales!

Five type lines imprinted free.

Read What Roebling Says:

"During the past two years we have obtained from you a quantity of Listo Pencils bearing our special Monogram for distribution among our valued customers.

"We find this to be a very suitable means of keeping our name before the users of our products. Your pencil is a durable one, is appreciated by the trade and our principal difficulty is meeting the demand without exceeding our budget for this type of advertising."

Yours very truly,

(Signed)

JOHN A. ROEBLING'S SONS CO.
OF CAL.

Write today for descriptive circular and quantity prices. Address Dept. B.

Listo Pencil Corporation

Alameda California
Chicago: 202 S. State Street

Eastern Representative:
HAROLD E. SEEGER CO., INC.
343 Broadway New York City

"Favorite of a Million Users"

Survey of Surveys

BY WALTER MANN

The Indianapolis Radius

A twenty-four-page word picture of the seventy-five-mile radius surrounding Indianapolis, entitled "The Indianapolis Radius," has just been published by the Indianapolis News. Among other facts it shows that Indiana is: Eleventh in population in the United States, eleventh in population density to the square mile; has agricultural products totaling \$500,000,000 annually, mineral products of \$135,000,000, manufactured products of \$400,000,000, and a tourist traffic spending nearly \$60,000,000 a year. Indiana, the pamphlet says, has the lowest percentage of illiteracy of any state east of the Mississippi, and the highest percentage of native-born whites (92 per cent), which makes for ease in advertising approach. The per capita wealth of the state is \$3,225 (good); 52 per cent of the families own their own homes, of which 58 per cent are electrified. Seventy-two per cent of the farms are operated by the owners themselves, which means that a great percentage of their earnings are spent within the state borders. From this, it will be seen that industry, agriculture and tourist trade are well represented, which results in a good year-round buying power. As is well known, there is in Indiana a remarkable transportation system, aiding materially in merchandise distribution. All these facts and many others are given in a brief, concise and attractive arrangement which is convincing in this day and age of hand-to-mouth buying, despite the fact that no information sources or dates are given. (I'm going to harp on this in this column until publishers realize that generalizations have little or no statistical value.)

Indianapolis, says this book, is within fifty-five miles of the center of population of the United States, and within 135 miles of the center of industry; it is fourteen miles from the geographical center of Indiana and eighteen miles from the center of population, which indicates the evenness of spread of the population over the area. Indianapolis has over 1,400 grocery stores, 300 drug stores, 200 hardware stores and over 500 garages (illustration of how important the automobile has become in our commercial as well as our personal lives); there are nearly twice as many garages as drug stores, etc., etc. Next follows a page of Indianapolis Radius trade statistics given by areas around centers, which would have been much more valuable statistically if some detail had been given as to the extent of these various sub-areas around the centers, and the basis of determining the sub-areas as well as the seventy-five-mile radius itself. (Publishers seem to think somehow that space buyers don't care to know how facts are arrived at if they merely give the facts, which reminds the statistically minded space buyer pretty much of that famous bird who thinks his whole body is hidden if he manages to bury his head in the sand.)

Please don't think that "The Indianapolis Radius" deserves this gentle gibing any

more than the majority of the magazine and newspaper publicity that comes to the S. O. S. column for review. Nearly all of it savors of the "head in the sand" tendency in one way or another. In fact, in many ways the Indianapolis News effort is greatly above the average. Its facts are well portrayed, it has several distinctly appealing innovations, such as the two miniature complete twenty-page newspapers by which the character of the paper itself may be judged, and the clear separation of the facts of the market from those of the paper covering the market. These and other good features make it a brochure well worth having, if you are interested in one of America's major markets.

The balance of the book consists of data on the Indianapolis News' "leadership" of the field it covers—plus a page of interesting information on the merchandising features included in its coverage of the territory.

Department of Commerce Services to Business

BY GORTON JAMES*

Chief, Domestic Commerce Division,
United States Department of Commerce

That the Department of Commerce is rendering a valuable service to American business is attested by the rapidly increasing use which our manufacturers, merchants and exporters are making of its various facilities. Five of its bureaus administer laws enacted to aid marine navigation, but seven others are devoted almost exclusively to the promotion of the nation's industry and trade. As an administrative agency, the department maintains the coast lights, charts the coastal waters, registers and inspects vessels of the merchant marine and aircraft engaged in commercial occupations, provides aids to navigation on commercial airways, and inspects radio communication and broadcasting stations. As a service agency it helps industry to increase output and to eliminate waste in production and distribution; it supplies trade information to American producers and exporters; it compiles statistics showing the progress of the nation's industries; and it assists in the development of the country's fast-growing air-transportation system.

It is the sole function of the Bureau of Foreign and Domestic Commerce to supply information to American producers and exporters, and to assist in the development of markets for American goods both at home and abroad.

The foreign service, assisted by commercial attaches and trade commissioners stationed at the principal foreign cities, collects and forwards to the bureau at Washington reports on economic and com-

*Because of the many requests SALES MANAGEMENT has received from sales executives for information about the services rendered to American business by the Department of Commerce, Mr. James has prepared this special summary.—WALTER MANN.

(Continued on page 94)



Do You Know

—what methods produce the most valuable circulation?

Six years ago TIME decided that the most conservative circulation methods would inevitably net the best readers for TIME advertisers.

The soundness of TIME's circulation plan is, after all, the basic reason for TIME's unparalleled advertising growth.

TIME now guarantees 300,000 (average net paid) for 1930.

CIRCULATION
VITALITY

Ask the Promotion Manager for a copy of TIME'S "Circulation Catechism." It completely explains TIME'S circulation methods.
205 East 42nd Street, New York City

THE VITALITY OF TIME'S PAST AND PRESENT INSURES TIME'S

FUTURE

Announcement

Carl Williams, for sixteen years editor-in-chief of The Oklahoma Farmer-Stockman, has been called by the Government to be a member of the new Federal Farm Board.

Led by its desire to serve the farmers of America, The Oklahoma Farmer-Stockman has given Mr. Williams a leave of absence from his editorial duties for the term of his government service.

The policies which have made this paper of substantial usefulness to southwestern farmers through these sixteen years will be continued without change.

Clarence Roberts, for fourteen years Mr. Williams' first assistant and co-worker, will direct these policies of "service to the folks" during the temporary absence of Mr. Williams.

THE OKLAHOMA FARMER-STOCKMAN,
E. K. Gaylord, President

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SALES MANAGEMENT, INC.

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Books

Recommended
by the Editors

Industrial Advertising Copy

By R. Bigelow Lockwood

Advertising Counsellor
McGraw-Hill Publishing Company, Inc.

Mr. Lockwood, who contributes frequently to *SALES MANAGEMENT*, has spent twenty-two years in writing, supervising and directing industrial advertising. The book presents clearly, concisely and ably the essential facts that the writer of copy should know before he attempts to reach industrial markets with his printed message. 326 pages, 96 illustrations. Price, postpaid, \$3.00.

Mail Order and Direct Mail Selling

By S. Roland Hall

Mr. Hall, who is the head of the agency bearing his name, and a frequent contributor to *SALES MANAGEMENT* and other business magazines, is the author of several valuable handbooks on various angles of marketing. His latest book presents the fundamentals of the dual field of mail order and direct mail activities, and describes the methods used by such firms as the Frank E. Davis Company, Armstrong Cork Company, Montgomery Ward and Company, Book-of-the-Month Club, etc., etc. Like all Hall books, it is thoroughly practical. 500 pages, with many illustrations and examples of successful letters.

Price, postpaid, \$5.00.

Crying Our Wares

By Howard W. Dickinson

This book was reviewed on page 392 of *SALES MANAGEMENT* for February 16th. Should be valuable to all persons in sales work and promotion. Written by the former Vice President of the George Batten Company, it tells the intimate details of many campaigns with which he was in close contact.

Price, postpaid, \$3.00.

SALES MANAGEMENT

Book Service

420 LEXINGTON AVENUE
NEW YORK CITY

The Market Basket

The Mode in Trolley Cars

The trolley car is beginning to chafe under the notoriety of being the most plebeian method of transportation (next to the subway), as well as under a rather consistent loss of business to gasoline-powered vehicles. Recently there have been several indications that the trolley companies are adapting themselves to the new tempo in transportation services.

In Pittsburgh this week there was introduced the first aluminum street car; in Salt Lake City you may now ride in the first trackless trolley car.

The new aluminum car is built for vision. It has windows, without the usual panels of obstruction, which can be raised or lowered as easily as on automobiles. The seats are form-fitting, the lights subdued, and the color scheme of castilian ivory with the upper sides of shelldrake green and the lower of verdansia green. Sable black also figures in the decorations. The new car, about half as heavy as steel, is said to ride easily at forty-five miles an hour.

The Salt Lake City car is a "trolley" in every respect but the tracks. It operates on rubber tires and can be maneuvered easily in traffic—allowing a "swing" of eight or nine feet on the side of the overhead trolley in passing obstructions or reaching the curb.

Selling the Air-Rail

In the short run from train to plane and back again on the new Transcontinental Air Transport you will ride in Studebaker President Eights, a fleet of which have just been purchased.

One each of the President cabriolets, with aero-car trailer, will be stationed in Los Angeles; Kingman, Arizona; Winslow, Arizona; Albuquerque, New Mexico; Clovis, New Mexico; Waynoka, Oklahoma; Wichita, Kansas; Kansas City; St. Louis; Indianapolis and Columbus, Ohio.

The aero-car seats twelve passengers (the same number as the tri-motored Ford planes which the service will use) and is attached by a flexible coupling.

Thus the automobile becomes a link in this new coast-to-coast chain of equal importance with the airplane and the railroad and the motor companies find a new market.

Famous Addresses

To the list of companies acquiring well-known locations and "famous addresses" for promotional as well as convenience purposes will soon be added E. R. Squibb & Sons, New York. The Squibb company has leased twelve floors of a thirty-story building to be erected at Fifty-eighth Street and Fifth Avenue and to be named for them.

Two other famous addresses just registered are the new Palmolive Building, erected for the Colgate-Palmolive-Peet Company at 919 North Michigan Avenue, Chicago. And the new Chicago *Daily News* Building, on the river front there.

Names of other well-advertised products will appear on tall buildings now being erected. The Chrysler Building, to stand sixty-seven stories high at Forty-second Street and Lexington Avenue, New York City, boasts of being the "World's Tallest"—although the projected Crane Tower in Chicago, when completed, will exceed that height by eight stories.

Talking About Sugar

Statistics on the effect of Lucky Strike's anti-sweet campaign on the sugar industry, started last October, are now available. The amount of sugar consumed in the United States in the first half of 1929, says the Sugar Institute, was 6,574,400,000 pounds, or 2,935,000 long tons. This compares with 5,998,720,000 pounds for the same period of 1928, an increase of about 4.8 pounds for each person in the country.

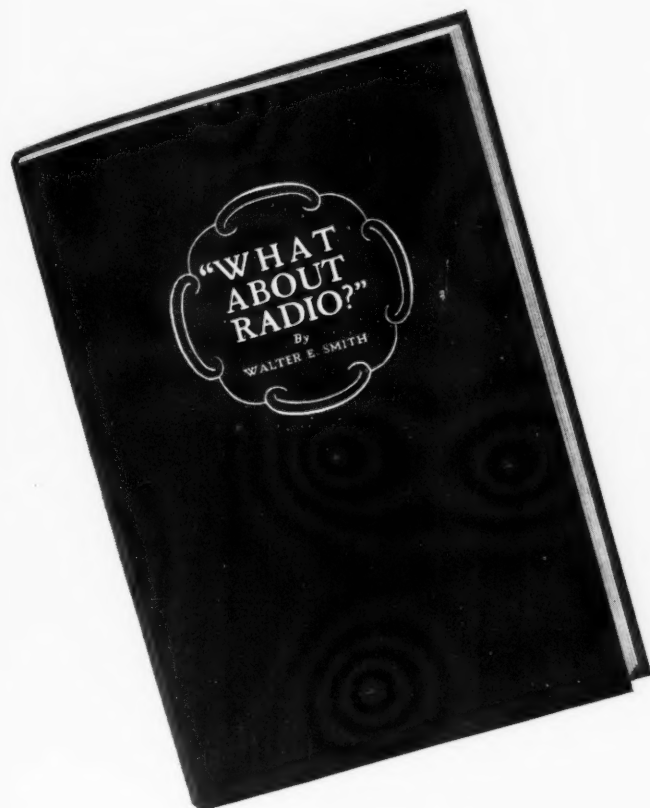
The cooperative advertising campaigns of the institute and the National Confectioners Association have been factors in this increase. So have the publicity efforts of the National Food Products Protective Committee, formed primarily to offset the "ill effects" on the sugar industry of the Lucky Strike campaign.

In the meantime Lucky Strike apparently is maintaining the top position in cigarette sales, which it won last winter, chiefly through the use of the anti-sweet appeal.

And the sugar industry has discovered the truth in Mr. Barnum's statement, "I don't care what people say about me, so long as they keep on talking."

—LAWRENCE M. HUGHES.

- - This Interesting Book Sent FREE



to any advertiser or prospective Advertiser seeking information on the subject of Broadcast Advertising.

"What About Radio?"

Special Feature

This Agency is now preparing a "Chain" Feature of special interest and economical advantage to any manufacturer or national distributor marketing a product through any one of the following:

Grocery Stores
Meat Markets
Drug Stores
Dry Goods Stores
Hardware Stores
Shoe Stores
Furniture Stores
Confectionery Stores
Musical Instrument Stores
Millinery Stores

JUST OUT! A book written for the many manufacturers who are asking this question of their advertising counsel and seeking to determine Radio's place in their advertising plans.

- Tells what may and may not be advertised by Radio.
- How to interest and increase the audience.
- How to get the most out of the use of Radio Advertising.
- When to broadcast.
- How dramatic interest is obtained.
- The seven advantages of Radio Advertising.

Interestingly Written—Non-Technical

Explains what happens when you go "on the air" and why—how the public reacts—why Radio is so successful in many instances and a failure in others.

If you are now advertising by Radio or planning to do so, you will want a copy of this Book. This coupon attached to letterhead of your Company brings it without cost.

ROGERS & SMITH

Advertising Agents

326 W. Madison St., Chicago

Rogers & Smith, Advertising Agents
326 W. Madison St., Chicago, Ill.
Gentlemen: Send me your Free Book—"What about Radio?"
Name
Title
Firm
Address



"HOW LONG HAS THIS BEEN GOING ON?"

THAT was the question asked by a publisher visiting New York on his way back from Europe. He was from the far West and not quite up to date on newspaper conditions in New York. When he was told that The Sun was *outstandingly first* in advertising among New York evening newspapers his comment was, "How long has this been going on?" "For four full years," was the answer to his question.

June completes the fourth year. Every month during that time The Sun has exceeded in advertising lineage any other New York evening newspaper and that lead, which started at the inconsequential figure of 21,260 lines in the first month, has grown into the hundreds of thousands in subsequent months.

The record for the four years is tabulated in the adjoining panel.

Along with this increased lineage and leadership have grown prestige and result production. Along with it, too, there have been ever increasing appeal and confidence on the part of the advertiser and The Sun's buying public—a family of more than 300,000.

Record of Advertising

Four Years Ended June, 1929

FIRST YEAR

	LINES
THE SUN	16,095,514
2nd Evening Paper.....	15,030,838
The Sun's Lead.....	1,064,676

SECOND YEAR

THE SUN	16,308,659
2nd Evening Paper.....	14,329,597
The Sun's Lead	1,979,062

THIRD YEAR

THE SUN	16,519,770
2nd Evening Paper.....	13,701,174
The Sun's Lead	2,818,596

FOURTH YEAR

THE SUN	17,532,923
2nd Evening Paper.....	14,352,291
The Sun's Lead.....	3,180,632

The Sun

NEW YORK

The Newspaper of Distinction in its Readers, its News and its Advertising

Sales Management

The Weekly Magazine for Marketing Executives

VOLUME NINETEEN, NUMBER TWO

NEW YORK, N. Y., JULY 13, 1929

The High Cost of "Politics" in Business

BY JAMES TRUE

Here is a frank discussion of a subject that is usually talked about only in private conversation—the playing of "politics" between people who are ostensibly working for the interests of the same company. Few concerns are fortunate enough to be without some form of it. The annual loss to industry from this secret force is incalculable, this writer shows.

WHEN there is so much discussion of the necessity for more economical business methods and so many activities devoted to the elimination of waste, it is surprising so little is said about a widely prevalent condition responsible for a prevalent loss that is probably greater than any other.

The subject was suggested to me on a recent trip by a chance acquaintance, a salesman handling a widely used office appliance.

He asked:

"Why don't you write an article on the high and useless cost of dirty politics in business organizations? During my ten years of selling I've worked for four concerns, and three of them were rotten with it. My third company was all right; we were well managed on a fair and square policy, and I was happy in my work.

"About two years ago we consolidated with a larger concern making a higher-priced machine. The best salesmen of both concerns were retained, and we were assured we had a wonderful future. It did look good;

but after a few months our president and sales manager were squeezed out, and since then it has been an underhanded fight between the men of the two companies.

"You'd hardly believe some of the stuff I could tell you. Every few days one of the other men snipes one of my good accounts and the manager stands for it. I'm still specializing on our machine; but at first I sold all of the higher-priced machines I could. Then they cut my commission on them, and finally refused to pay me anything for selling them. But when one of the other men sells one of our machines in my territory they give him the full commission.

"Right now I know where I could sell twenty high-priced machines; but I would rather see a competitor get the business. You may think I'm not loyal, but it's impossible to be loyal to a disloyal concern. I should be making twice the money they're paying me. We work on a small salary and a fair commission. The proposition is satisfactory, and it would be as good as I would want under the right

kind of management. I've been sticking on, hoping for a better break; but it's so slow in coming that I'm ready to quit. If you hear of a job with a right concern in our industry, please let me know."

The result of the consolidation of the two companies mentioned has been disappointing, and the combination has not sold as many machines as the two companies sold during the two years before the merger, I have been told. The amount of money that this factional campaign is costing the company is impossible to estimate, of course, but it must run into millions. For there is little doubt that the failure of the consolidation to fulfill its expectations was explained by the experience of my chance acquaintance, since a casual inquiry indicates that the condition exists through the numerous branches of the organization.

Usually such conditions have their genesis in the activities of a single individual prompted by cupidity or an unreasonable ambition. Frequently, too, the costly strife begins when some petty official begins to pass off the ideas of others as his own. The other day I heard the details of such a case and they are interesting because the results can be measured in dollars.

A salesman with a large manufacturing concern realized it was not necessary to carry the three large trunks the company furnished its salesmen. He figured up a year's business and found that about 25 per cent of his samples accounted for 95 per cent of his business. He eliminated all unnecessary items and was successful in reducing

his sample line to one trunk weighing just under the excess limit.

The saving promised to be well worth while. The sales force of more than one hundred men spent on an average of three dollars a day for excess baggage and trunk delivery, and the force traveled slightly longer than 200 days a year. The salesman tried out the proposition for six months, and found his business had gone far ahead of the previous corresponding season. He then wrote a detailed plan from his experience, and addressed it to the manager of his local branch.

He received no acknowledgment, and on a subsequent trip to the office discovered that the manager was preparing to pass the plan off as his own. To this the salesman objected and the manager told him frankly that the plan would go to headquarters as his own or not at all, and that if he said anything about it he would be discharged. The salesman refused to give the plan to the manager, and, after enduring several months of persecution, quit and went into another line.

Five years later, after a change in the local management, an assistant brought the plan to the attention of a high official of the company. Soon a campaign of education was started among the sales force, and within three or four months the plan was put into effect with unusual success.

\$300,000 Unnecessary Loss

With this case, which loses nothing because it took place some years ago, a conservative estimate of the savings amounts to a minimum of \$300 a day, or more than \$60,000 a year. This amount was lost for five years longer than was necessary, and therefore the loss was more than \$300,000 for that period.

While this may not be a dangerous amount for one large corporation to spend unnecessarily, further consideration shows that the loss to industry was very much greater. The successful operation of the plan attracted a good deal of attention and was favorably discussed by a number of business magazines. Other concerns in various lines, with selling expense burdened by the cost of excess baggage rates, promptly simplified the samples of their salesmen. There was a marked reduction of samples in clothing, shoes, hats, shirts and other lines. The competitors of the original company were quick to adopt the plan. Therefore, while the first loss was something more than \$300,000, it is altogether probable that the unnecessary expense to industry may have amounted to several million dollars, and constituted

an amazing price to pay for the scheming and egotistical ambition of one man.

In many cases a change in ownership brings about factional strife, both costly and disastrous. Typical of this class is a certain large manufacturing concern which has been declining steadily for some years. Its founder, president for more than thirty years before his death, was one of the first employers in the country to introduce a profit-sharing system. About 1890 he began to set aside a part of the annual profits for division among the workers and required all of his salesmen to buy stock in the company.

During the next twenty years many salesmen acquired small fortunes due to the increase in the value of their stock holdings. The morale of the entire organization was splendid, and every year showed a substantial gain in the volume and profits of the company.

Two Factions at War

After the passing of the founder, the new management, which had inherited the controlling interest, let out most of the higher-salaried officials and salesmen, discontinued the profit-sharing, and refused to allow salesmen to purchase stock. Soon the organization was permeated with suspicion, fear and cheap political scheming. One faction, made up of the old employes, prided itself on its loyalty to the policies of the "Old Man." The other faction, largely newcomers, was arrayed in opposition to everything the old organization stood for. This condition existed in varying form throughout the organization from the official staff to the sales force, and what it has accomplished in the way of disintegration is indicated by a few facts regarding the value of the company's stock.

For several years previous to the passing of the founder it had been impossible to buy common stock for less than \$380 a share. Three years after the new management took charge the stock brought less than \$70 a share and it looks as if it will be impossible for the company to regain its lost position.

Naturally, the present management blames the state of affairs on competition and other influences over which it has no control, and it is true that the company's competitors were prompt to take advantage of every sign of weakness; but undoubtedly the primary cause of the disintegration was the faulty management, which encouraged political conniving and the blasting of morale.

A similar condition is now develop-

ing within the organization of a well-known company in the East, which held first place in its industry for about twenty-five years. At one time, it was said, this company had made more on its initial capital than any other such concern in the world. The statement is probably true; but for several years the organization has been slipping, and indications are now that it has fallen to second and is approaching third place. The cause can be traced to a careless management, too blind to see the results of the dishonest and ambitious scheming of a member of the organization.

For a long time this man has been assiduously cultivating the chief official who owns the controlling interest in the business, and has apparently gained his entire confidence. He has also organized a clique of those under him and has trained them in his methods. As an example of his methods, some weeks ago, with plausible lying, he brought about the resignation of one of the most valuable members of the organization. Shortly after he suggested he do a part of the work done by the man who had left, at a nice raise in salary, and his proposition was accepted.

Three Others Forced Out

During the last two years three others who have substantially contributed to the success of this company have resigned for similar reasons. One of them told me he had remained with the company for many months, under almost unbearable circumstances, in the expectation that the political atmosphere would clear up.

"At times," he said, "the work of every member of the organization was seriously hampered by the activities of our political friend. He seemed to think he could not advance himself without dragging others down. Finally, it was a question of his word or mine, and my veracity was questioned, although a simple inquiry would have proved him a liar. So I left to accept a position at a higher salary and under very much pleasanter circumstances."

The experiences of the others were similar, I was assured. Due to the underhanded political conniving of one individual, a once splendid organization is being depleted of its best men, and an old and successful business concern is rapidly losing both money and prestige.

The cause of political degeneration of business is readily identified usually, and, strange to say, even religion is found to be a motive. Recently a young woman who has held important executive positions with two large

(Continued on page 90)

Insurance Salesman Sets New Record in "App-a-day" Production

Charles H. Murray, of the State Life Insurance Company of Indianapolis, wrote one or more policies each day for 101 consecutive working days. The methods he used to set this new world's record for consistent production are described here.

BY D. G. BAIRD

A NEW world's record for "app-a-day" production by life insurance salesmen was recently established by Charles H. Murray, of the Detroit office of the State Life Insurance Company of Indianapolis, when he succeeded in writing one or more applications each day for 101 consecutive working days.

Mr. Murray did more than establish a new world's record; he gave a remarkable demonstration of the fact that persistent plugging makes more sales than spasmodic brilliance. He proved a salesman can accomplish virtually anything he really makes up his mind to do.

Mr. Murray takes plenty of time to think a matter over and decide upon the course he will follow. But when he makes up his mind, he sets to work methodically to accomplish his purpose and accomplishes it.

Six years ago he made up his mind to become a life insurance salesman. Prior to that time his experience as a salesman had been exactly none, unless one would classify handing out tickets in a railway station as selling. Nevertheless, he made up his mind to become a life insurance salesman and he set to work to accomplish his purpose. He realized he was not prepared, so he began to study the subject in spare time. He read many books and subscribed for a life insurance salesman's magazine. He studied and tried to analyze and classify types of people who passed his ticket window. He took advantage of every opportunity to get acquainted with travelers who came to his window frequently and to show them little extra courtesies and favors. He realized a life insurance salesman is constantly building for the future and he began building right there.

Then he took the next methodical step. He became a part-time life insurance salesman. For two years he worked his regular shift at the ticket office, then went out to practice his chosen profession. He found it even harder than he had expected, but he kept plugging along. He had made up his mind to become a life insurance salesman.

Four years ago Murray decided he was well enough established to justify cutting loose from a regular salary and becoming a full-time life insurance salesman. Since then he has been a steady producer, but never a big one, as he has worked consistently with prospects of moderate means. The biggest policy he has ever sold was for \$25,000.

Early last winter Murray made up his mind again. He attended a sales convention at which George C. Dolf, of Eureka, California, former holder of the record for consecutive "app-a-day" production, made a talk, stressing the point that such success was due chiefly to making up one's mind to win. Murray thought this over and the more he thought the more the suggestion appealed to him. Success in selling depends largely on one's making up his mind to be successful in selling. One who made up his mind might even break Dolf's record of 100 applications in as many consecutive working days. At any rate, a salesman needs a definite objective toward which to strive, and such an undertaking would provide an ideal objective. At the same time, it would be bound to produce a large volume of business.

Murray made up a list of about 150 policy holders, friends, and prospects, estimated the number of additional prospects he probably would secure

from these, and made up his mind to set a new world's record for consecutive application-a-day production.

He announced his intention in his company's sales bulletin and went to work. He obtained a hundred copies of the sales bulletin in which his announcement appeared and mailed these to his friends, with a letter asking them to assist him by sending him names of others who might be interested in life insurance.

In reply, he received numerous letters wishing him good luck and success, but few that gave him any real assistance.



Charles H. Murray made up his mind to be an insurance salesman six years ago. Last fall he made up his mind to capture the "app-a-day" championship.

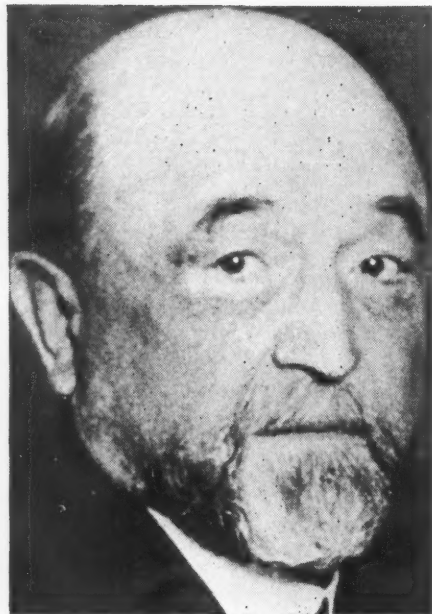
Somewhat disappointed, but wholly undaunted, he determined to call on these friends personally and ask them whether they couldn't suggest one or two likely prospects for him.

This worked much better. In some cases he succeeded in selling his client additional insurance, and in almost every case he obtained one or more prospects. Some of his friends gave

(Continued on page 92)

The last of a group
of three articles by
Mr. Murphy.

Cooperation as a for Mergers



Wide World Photos

W. E. Humphrey, of the Federal Trade Commission, took a broad view of the new attitude of business toward outside investments as a bulwark against outside competition, when he strongly affirmed E. I. Du Pont de Nemours & Company's right to invest in U. S. Steel and General Motors.

IN my "Outline of Mergers" series, the point was repeatedly made that consolidations brought about fewer economies in selling than they affected in the other departments of business. If a company enters a merger with no other object than to lower its selling costs, it had better remain single. It will be sure to be disappointed with the merger yoke.

In financing, in buying, in production and in general management, a group of businesses that are tied into a combine can be handled as a unit. But this cannot be done in selling. Each subsidiary should sell its own output in order to get the best results. There is a limit to the number of items that a salesman or sales organization can sell.

Cooperation, on the other hand, seems to be the strongest where the

No. 3. Trade associations vs. mergers in cooperative sales promotion.

Mergers have not been effective in reducing selling costs, but some of the various types of cooperative effort have succeeded admirably in accomplishing this purpose. Especially notable is the work in cooperative sales promotion which has been done by the various trade associations. The writer summarizes the results of some of these campaigns.

merger is the weakest. Associations and similar cooperating groups appear to be doing their most effective work on the marketing end of business. Cooperative selling is one of the oldest methods of marketing. The street bazaar, the traveling vendor, the wholesaler, the retailer, the manufacturer's agent, the commission merchant and all such distributing instrumentalities are actually engaged in cooperative selling. They are selling the goods of many different producers. They are handling competing wares. They are rendering a service to the manufacturer that he could not perform for himself. The vast majority of manufacturers could not do their own wholesaling and retailing. They are obliged to take advantage of the cooperative marketing facilities offered by the trade.

In recent years manufacturers have been trying to pull this cooperative selling a little closer home. They have been joining hands with competitors to do market research, educational advertising, missionary work and, in some cases, to employ cooperative salesmen.

Having salesmen work cooperatively is the least used of these methods. We find very few instances where competitors pool their selling in a single sales force. There are two principal reasons for this. In the first place, manufacturers have had to be very careful not to step on the sensitive

corns of the Sherman Law or the Clayton Act. If several manufacturers were to enter a pool selling agreement, it might lead to the suspicion that trade in that line was being coerced.

The second main objection to this



© Underwood & Underwood

Gen. Lincoln C. Andrews, of the Rubber Institute, is an example of the high type of executive that the modern trade association has been attracting.

Substitute

BY JOHN ALLEN MURPHY

method of selling is that ordinarily it does not work. It is the usual experience that salesmen have difficulty in selling a big line. This difficulty holds even though the articles of the line do not compete with one another. Where the articles are actually competitive, it is virtually impossible for the salesmen to give each of them a



Blank-Stoller, Inc.

J. J. Raskob is a representative of the new attitude of big business toward outside competition. The old business executive was so busy tending his knitting that he didn't see competitors creep upon him. The Raskob type of executive goes out and protects himself against competition by investing in it.

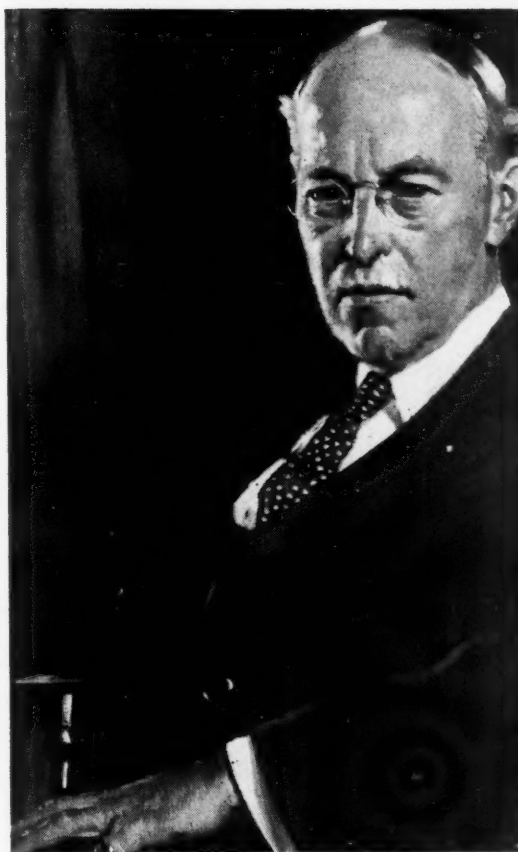
square deal. We find a striking example of this in the wholesale business. If a wholesale grocery salesman carries five or six brands of baking powder, he cannot give an equal amount of selling effort to each. He is bound to push one or two brands more than the others. The result is that eventually he stops selling altogether and merely takes orders for the brands his customers want.

There are many other directions, however, in which competitors can sell cooperatively. Licensing competitors to use patents is becoming an increasingly common method of sharing opportunities in an industry with rival manufacturers. This plan has already been described in detail in another article of this series.

A variant of the same idea is for the holders of the principal patents in an industry to get together and form a separate company and, through this concern, license other manufacturers in the industry to use the patents. In this way the W. A. Sheaffer Pen Company and the Parker Pen Company recently organized the Pen Desk Set Company. To this holding organization, both Sheaffer and Parker assigned their patents on fountain pen desk sets and on novelty holders for fountain pens. Both the owning companies will benefit equally and other manufacturers will be licensed on a fee arrangement. In this manner it is hoped to regulate destructive competition which had grown up in this branch of the fountain pen industry.

The Webb Export Trade Act, which was enacted in 1918, permits manufacturers engaged in export trade to do cooperative selling without any fear of the anti-trust laws. It authorizes individual exporters or associations to combine so as to be able to sell American goods abroad at prices which are low enough to compete with the prices offered by foreign manufacturers or combinations.

An odd fact in connection with this Webb Act is that numerous manufacturers, who complain that the Sherman and Clayton laws prevent them from cooperating with their competitors in this country, do not take advantage of the provisions of the Webb measure to get together with their competitors in foreign selling. As a matter of



Gen. W. W. Atterbury recently showed his strong industry-mindedness when he declared the Pennsylvania Railroad was no longer a railroad. It is a general transportation company, operating everything from hand cars to aeroplanes.

fact, comparatively few manufacturers are operating under the Webb law. Most of those that are appear to be well pleased with the results. It is used mostly by the exporters of commodities such as copper.

As this is being written, news comes from London that fifteen British manufacturers of men's and women's shoes are considering the advisability of forming a group to do cooperative selling in the United States. It is said this move is partly inspired by the success of American shoe manufacturers who are operating both independently and under the Webb Act in selling in foreign lands.

The textile division of the Department of Commerce has lately been fostering a plan under which a group of non-competing United States clothing manufacturers would sell their merchandise cooperatively in foreign countries. They would employ salesmen to travel abroad and would share the salaries and expenses of these men proportionately.

Many industries are of the opinion that in some such scheme lies the
(Continued on page 95)

The amazing changes that have taken place all in such a short space of years, in the styles and materials for women's clothing, have put many a manufacturer out of business — or have forced radical changes in manufacturing and selling policies.



BY
GUY C. FLEMMING

*General Sales Manager,
Arthur Beir & Company, Inc.
New York City*

How We Met the Problems of a Vanishing Business

THE twenty-eight-year-old business of Arthur Beir & Company was built from the beginning on the basis of selling directly to the retailer. A few years after this firm was organized, it introduced a fabric of silk and cotton under the ABC trade name which almost immediately scored success. The prestige of the ABC trade-mark has been maintained in the intervening years by adhering to a policy of offering no goods for sale until they have been thoroughly tested for serviceability, fastness of color and so on.

Until a few years ago, our product was principally employed for linings. Then came a change in women's dress revolutionizing many phases of the

textile industry. Our business had become the largest of its type in the country. With the changing trend, our problem was to translate our experience and prestige into terms of some material for which there was a greater demand.

After weighing various factors, we finally decided upon wash fabrics. In some stores, ABC fabrics were already being sold in wash goods departments. Our sales force was therefore already conversant, to a great extent, with the conduct of wash goods departments. The knowledge we possessed in converting cotton and silk into materials served us in good stead in converting these raw materials into fabrics to sell on wash goods counters.

Having decided upon this important fundamental change in manufacturing, we were faced, then, with the job of completely revamping our selling methods.

The curtailment in the demand for linings was not the only new condition developing in the distribution of textiles. Retailers were buying in smaller quantities. Style has always been more of a factor in the merchandising of wash fabrics than it has been in the merchandising of linings. And style had become tremendously more emphasized in all lines of merchandising.

The retailing practice of small orders and quick turnover was one of the changes in textile merchandising

Arthur Beir & Company used to manufacture dress linings. When style changes threatened to put them out of business, they began making wash fabrics. How they altered their sales plans to meet the new problem is told in this article.



Illustration on page 62 by Ewing Galloway; illustration on page 63 by International Newsreel

to which we gave early consideration. The customary length of a bolt of cloth had been from forty to fifty yards.

This we cut to twenty-five to thirty yards, thereby enabling the retailer to carry more patterns in proportion to his stock investment, and at the same time lessening his risk of loss from mark-downs on patterns which for some reason might not prove in great demand.

To serve the retailer better in his small order plan of operation we also arranged for quicker deliveries. We formerly had salesrooms in Boston, Chicago, Cleveland, and Pittsburgh. For over ten years, staple goods in ABC linings had been carried in stock at these regional salesrooms, except at Pittsburgh. Now we stocked a complete line of staples in both linings and wash goods and all novelty patterns in wash goods for which there is sufficient demand. We opened additional salesrooms in Detroit, St. Louis, Kansas City, Denver, Seattle, San Francisco, Los Angeles, Dallas and Atlanta.

As a result we are now able to make

overnight deliveries on virtually every pattern in stock to almost any point. Even should it happen that a pattern is not in stock at any one office, it can usually be obtained from another of our sales offices within an overnight parcel post radius.

Although we had conducted business on a national scale previously, there were many regions not intensely cultivated. And although we had salesrooms in some cities in which we are now represented, most of our salesmen traveled out of the New York office. With these additional branch offices, we decentralized our plan of sales operation. Salesmen of each district used its sales office as an operating base.

With this decentralized plan and the increased emphasis on style, arrangements had to be made to keep salesmen posted on new patterns, style changes and trends. A daily bulletin service was inaugurated, informing salesmen of patterns on hand, new patterns coming out and patterns being discontinued. Once a week, salesmen are supplied with a complete stock list.

But to know what styles we can supply is but the beginning of the salesmen's responsibilities on style information. In his travels, from retailer to retailer, and garment manufacturer, he is in an excellent position to learn of style trends. He reports his observations concerning sales of our patterns to his district office every day. This enables the district office to keep men posted concerning the demand for various patterns in every locality. He also reports to the main office his observations of the demand for all patterns and fabrics, whether ours or those of our competitors. This helps keep us posted on general style trends.

These are some of the more important modifications and developments resulting from efforts to meet changed distribution conditions in our field. However, they do not imply any fundamental alteration of policies on which the business has been built. Even though style is a factor predominating in merchandising wash goods, we do not allow any consideration to overshadow maintenance of quality standards.

The next step necessary was to find a way of tying up the new line with ABC prestige. This would happen partially as a result of confidence retailers placed in our name and the well-established contacts of our sales force. But there was an obstacle in the association of the new wash goods line with the line on which we had built prestige. A new story had to be told about ABC not only to the retailer, but also to the consumer.

We decided to advertise, thus assisting our salesmen to tell our new story. We advertised in general publications such as the *Ladies' Home Journal*, *Pictorial Review*, *McCall's*, and the *Farmer's Wife*, thus announcing to the consumer the new application of ABC. We also used outdoor advertising, and to reach the retailer, we used such trade publications as the *Dry Goods Economist*, *Women's Wear*, *Dry Goods Merchants' Trade Journal*, *Southern Dry Goods Trade Journal*, and the *Drygoodsman*.

Adhere to Strict Standards

With rayon, celanese and similar new fabrics figuring so importantly in novelty goods, we consider it necessary to test with unusual care before offering them to our trade. In some instances, time required to make adequate tests has delayed our offering a new fabric to such an extent that competitors have offered it ahead of us. But we have never suffered loss of desirable business from adhering to this policy, nor have our retailers.

Recently, we were later in bringing out a new fabric than our competitors. But we had our reasons for delay. There were certain ABC standards to which this new textile in its earliest development did not conform. Eventually, we succeeded in remedying its defects, judged from our standard, and though we presented it a month later, it was a product worthy of ABC prestige. For all the delay, demand for it was not disappointing.

As to price, this too is affected by a traditional ABC policy. Our business was built on the principle of endeavoring to produce the best and charging the necessary costs plus a reasonable profit. We have always considered that, in the end, every retailer should benefit most by strict adherence to a single price standard.

This policy has enabled one retailer to know definitely that the yardage of ABC fabrics on his shelves represents exactly the same proportional investment as similar ABC fabrics offered by other retailers, regardless of whether his annual volume is \$3,000, \$10,000 or \$50,000. We gauge the value of a retailer's business not on the size of orders pri-

marily, but on the percentage of his business which is logically ABC business, and which he makes ours. The account of any merchant who, considering his locality and the nature of his business, meets ABC possibilities 100 per cent, we always consider most valuable.

How salesmen are supplied information on a new fabric is illustrative of the way our sales policies on quality are enforced. Salesmen are supplied with a sample of the new pattern, which is accompanied by a letter giving an exact description of its qualities, including width, wearing quality and treatment it will stand in laundering. It is his duty to convey to the retailer, in turn, an exact description of its qualities and its expectations. If the cloth should not come up to this description, we are ready to refund not only its retail price, but whatever it cost to make the garment in which it is used.

This policy of upholding quality under all circumstances is also emphasized in our advertisements. Many of them are built around successful new patterns, but there is always some reference to the high quality and dependability of ABC fabrics.

Typical Advertisement

A typical consumer advertisement in the *Pictorial Review*, the *Ladies' Home Journal* and other general publications recently read in part: "One glance at those three little letters (ABC) means a lovely frock. She knows it is so—so do thousands!—from long, satisfactory experience with ABC fabrics." This advertisement was illustrated with a wash drawing of a sophisticated appearing young woman clad in the frock referred to.

Most of our trade paper advertisements are also built around new patterns. But they always allude to the value to a merchant in the ABC reputation for quality. Occasionally a trade paper advertisement is entirely devoted to ABC policies. One in the *Dry Goods Economist* and other publications to textile retailers read in part: "We insist on being right. Merchandise that is right never takes a back seat in the race for profits. Some things that are first on the market are last on the shelves. We'd rather test for the best than hasten to be first. And we have found that being so careful to come out with the right new things at the right time, alone constitutes leadership of the first rank."

We take a great deal of pains with all advertisements. The same high quality art work is employed in our trade paper advertisements as in those appearing in general publications. For while the space employed in general

publications may represent a larger investment, we believe we can only afford to make one kind of impression, either with our products or in any other form of expression. We know from the many requests we receive for samples that our advertising has been effective.

It has played its due part in a steady year-to-year increase in sales, which in the course of the past five years has made it possible to increase the number of our sales force from forty to sixty men, as well as open new regional offices described. But however effective advertising may be in itself, it would not produce results, in our field anyway, unaided by selling effort. This growth in sales is immediately traceable to the consistent superiority of our product and to the effectiveness of our selling effort.

Employment Policies

Our salesmen try to call on every reputable retailer in the country. Just as there are standards we have steadfastly adhered to regarding quality, so there are policies traditional in the management of our sales force. The most important of these is that we want everyone in our employment to be satisfied. Indeed, we make it our business to see they are satisfied. Twice a year, the writer, or some other official of the company, visits every branch office. One of the main purposes of such visits is to discover if every salesman is happy in his work. If he isn't, an effort is made to adjust matters so that he will be. We get an additional valuable contact with the sales force, and they with us, once a year at a national convention.

But we are also interested in our retailers, and we check up on them from headquarters periodically also, ascertaining whether they are satisfied with the service we are rendering them, or if they have any criticisms or suggestions to offer. We also assist retailers in making displays, supplying them with display equipment and we supply them with a mat service for local newspaper advertising.

Curtiss Denies Rumor of Merger with Loft

Otto Y. Schnering, president of the Curtiss Candy Company, Chicago, denied this week rumors that his company would be merged with Loft, Inc., manufacturing and retailing confectioners of New York.

"While there have been conferences between the Loft group and our company," Mr. Schnering said, "they have not been productive of a proposal from either side."

From Nonentity to Limelight in Three Years

BY THOMAS AUSTIN CALHOUN

Sales Manager, Triplex Safety Glass Company of North America, Hoboken, New Jersey

The story of the selling policies through which the Triplex Safety Glass Company educated a consumer market on a new product, sold America's biggest industry, and built a national distribution system, all since 1926

THIS is the story of how a young president and a group of assistants changed an industry in three years; how they educated a consumer market on a product new to it; sold a manufacturers' market, erected a national distribution system, and increased factory facilities a hundredfold—all at the same time.

England has for many years been the progressive center of the world's glass industry. Almost every new type of glass developed in this century has come out of England. Therefore it was natural that non-shatterable glass should have been produced and widely used there many years before other countries took it up.

It was in England that a young American found this glass and instantly marveled that it was practically unknown in the United States. He was Amory L. Haskell, then vice-president of the General Motors Export Company. He knew the automobile industry inside and out, and appreciated the enormous possibilities of non-shatterable glass for windshields and windows of cars.

Slightly over three years ago he gave practical effect to this interest, by organizing the Triplex Safety Glass Company of North America, with an office in New York and a factory in Hoboken, New Jersey. This company had the rights to manufacture and sell Triplex glass (the name has since become almost generic) throughout North America, on a royalty basis with the Triplex Safety Glass Company, Ltd., of England. By midsummer of 1926 he had imported presses from France, installed other necessary equipment and was producing.



Amory L. Haskell, former vice-president of the General Motors Export Company, who now heads the Triplex Company of North America. Below: Thomas Austin Calhoun, sales manager of Triplex.



As a sales problem, the task that faced him then looked simple. A safety glass for windshields? Why, nothing could seem more obvious and more desirable. No trouble at all to sell that! But those of us who know markets and selling know that there never was any product which could be sold without an effort. People must be made to realize that they need and want a given product before they will buy it.

In this case there were two potential markets, one the automobile manufacturers and the other the individual motorist. Manufacturers are always and necessarily averse to buying anything and adding it to their own product until their public is educated to it. Therefore, the individual motorist was really the first objective to be captured. He had to be made to understand the danger of riding in a moving car surrounded by fragile glass. He had, in the current language to be made "glass-conscious."

Emphasized Danger

This was the purpose and aim of the advertising and sales propaganda when the company started to work in 1926. For the first year, less emphasis was laid on Triplex glass than on the danger of flying glass and the desirability of non-shatterable glass. A national advertising campaign was launched in general and trade magazines and in forty-odd newspapers. Dealer helps were made, with little panes of Triplex which the public was invited to try to shatter with a small hammer. Billboards were used in important locations. Booths were taken at the automobile shows of the season of 1926 and 1927, and actual demonstrations were carried on. Indeed, a considerable percentage of the Triplex produced in the early months was used for demonstration purposes, because nothing has so much effect as an actual example taken from life.

It is reliably estimated that in 1926 there were not more than fifty or sixty cars in the United States with Triplex windshields, and they were imported foreign cars. Today there are approximately 2,000,000 thus equipped.

During that first year, while the public was being instructed in the nature of glass windshields and windows, another campaign was under way to select and establish dealers and representatives throughout the country. Distribution must be prepared to the day when the public would begin to buy. Companies were set up in New York, Boston, Detroit, Indianapolis, Philadelphia, Cleveland, Chicago, Cincinnati, St. Louis, Kansas City, Seattle, Los Angeles and San Francisco and gradually in scores of smaller cities and towns. In some cases, local business interests preferred to erect their own corporations; in others, established glass companies and automotive equipment shops undertook the Triplex representation.

Self-protection is a universal human instinct and it was this instinct which was appealed to in developing the dealer organization. In our discussions with the dealer we found that a dramatic demonstration of the protective feature of Triplex was effective in gaining immediate interest.

Automobile dealers realize the importance of greater safety in motoring and therefore were at once alert to the sales possibilities of Triplex equipment. Often the dealer's interest was so intense that his first order placed was for equipment for his own car. This interest soon reflected itself throughout his entire sales organization and resulted in sales to both old and new customers.

Dealers Sell Safety

The progressive dealer today sells safety and he can readily be shown that he can realize a profit on good will by offering his customers additional safety in Triplex equipment.

In the meantime, concentrated efforts were made to sell the great automobile manufacturing companies. The history of all important innovations in this field shows that it is a matter of many years from the first suggestion of a new idea until it is finally adopted. This was true of four-wheel brakes, balloon tires and disc wheels, and virtually all the other major changes. The delay is not due to obtuseness on the part of the manufacturers; it is due rather to the fact that the modern car is put out so nicely calculated in cost and equipment that any alteration means a considerable change in methods and organization and dealer relationships.

Despite history and precedent, however, the acceptance on non-shatterable windshields has been swift and complete. The Yellow Cab Company was the first to take up Triplex as standard equipment, putting it in the

division light between passengers and driver. They were persuaded to this by realization of the vital importance of safety to public carriers. Close on the heels of this, the Ford Company announced Triplex as standard in the windshields of all models, and Lincoln followed soon after with complete equipment throughout the car. Immediately the entire situation changed. The glass was no longer a fine idea, it had become overnight a working fact. The other cars took it up, and it is now generally recognized as essential equipment.

Coincidentally with the acceptance of Triplex by the manufacturers, the public demand for individual equipment rose rapidly. Then a new difficulty appeared. It was necessary at that time for a man in Seattle, for

example, to take his car to the local Triplex representative, have it carefully measured, and then wait two weeks or more while the templates were sent to the factory in Hoboken and glass was specially made on these measurements. When hundreds of templates began to arrive at the factory daily, this method of special manufacturing proved obviously uneconomical.

But the drawbacks to any change was that this glass could not be cut and resealed around the edges except in the factory. Here was apparently a serious sales dilemma. Mr. Haskell solved it by establishing in each branch equipment and technical ability to cut the glass out of block sizes. The factory could then send a stock

(Continued on page 87)

Billfold Manufacturers Cash in on New Currency

JULY 10 was a red-letter day for manufacturers of leather billfolds. From the time when the Government confirmed its decision to issue new smaller bills, little grass has grown under the feet of progressive concerns that make leather goods. They immediately grasped the possibilities for cashing in on this move of the federal treasury which overnight will make obsolete practically all of the money-carrying paraphernalia now in use by men throughout the land. Some went further and decided that women, too, would need billfolds just the right size to carry the new bills. The only regret of these manufacturers is that bills are to be smaller instead of larger!

Where previously there has been no standardization in size or type of men's billfolds, manufacturers believe that this event provides a long-sought opportunity. The industry is nearly unanimous that the two-fold type of pocketbook, with compartments for carrying auto licenses, lodge cards, identification and passes, will far exceed all other types of billfolds in the future. For variation, different leathers, such as seal, shark, ostrich, pig, calf and steerhide, instead of different shapes and sizes are offered by leading makers.

The selling strategy of different companies in a position to ride the crest of the wave of this new business varies considerably. Some have held back new offerings to protect retailers with stocks of old merchandise on hand. But keen companies in the field, such as Buxton, Inc., of Spring-

field, and Amity Leather Products Company, of West Bend, Wisconsin, began putting out their new lines months ago and already have done a great deal of business on them. Now most other companies that were not in the advance with their offerings are following the procession.

The nature of the billfold is such that it is salable merchandise in a wide range of outlets. Department stores, drug stores, tobacco stands, haberdasheries, luggage shops, jewelry stores, stationers and gift shops are showing the new lines. Particularly in areas outside the East, manufacturers say, sales are mounting by leaps and bounds.

Buxton, Inc., was among the first to see that merchandise of this sort might be moved through all of these outlets—even through stores not accustomed to selling except in the lowest-price brackets. This company adopted characteristic methods when the new currency was announced, and before a wheel was turned the facts were established about the types of pocketbooks that should prove popular for carrying the smaller bills. The results of this survey were placed in the hands of dealers some time ago with the result that some of them have cut inventories to 25 per cent of those carried formerly—and have attained greater sales volume.

This company states that even without advertising, sales of the lines it offers will exceed production during the balance of the year. Despite this, a campaign is to be carried on this

(Continued on page 81)



Harry W. Cappel

\$4,000,000 Fund Ready for Home Furnishings Advertising Program

The National Home Furnishings Program, intended to "bring the American home back into fashion," will be launched soon, following the raising of an initial fund of \$4,000,000, now virtually completed. It is expected that the fund eventually will exceed \$6,000,000.

The entire program, to be directed by the Millis Advertising Company, Indianapolis, is under the supervision of a board of trustees, headed by Harry W. Cappel of the Cappel Furniture Company, Dayton.

"It will be the aim of the copy to arouse a desire for a better furnished home in the minds of American magazine readers," explained Mr. Cappel, "and to sell them the thought that the appearance of the home is as much a criterion of social position as the kind of car a family drives. We want to sell the idea of better furnished homes from the style standpoint.

"We believe that one of the most remarkable things about the program so far is that in an industry which has been noted for some years as a battleground between manufacturers and retailers, more than half of the total now in the fund has been subscribed by the manufacturers, although the program was originally sponsored by the retailers and is designed to improve the business of the retailers directly."

Retailers will tie-up in their local advertising with the national program.

500,000 Enter Contest to Boost Kodak Sales During Dull Season

With the aid of an offer of \$30,000 in prizes for pictures adjudged best of those submitted, the Eastman Kodak Company, through advertising in seventeen Sunday newspaper supplements, twenty-two magazines and a national radio hook-up using forty-five stations, succeeded in starting the "summer" picture taking season three months in advance of its usual time and has consequently added considerable business for its dealers.

This advertising volume has been increased materially by that done by Eastman dealers throughout the country, but no accurate check has been made of the additional space used.

According to Eastman officials, dealer reaction to the contest has been enthusiastic and the individual dealer advertising is claimed as indication of how well the spirit of "moving summer forward a few months" has been taken up by them.

While no definite figures will be given as to the number of entrants in the contest, it is understood that the figure exceeds 500,000. Of these, 1,223 will receive cash awards.

One of the healthiest dealer reactions noted was that many dealers conducted individual local contests simultaneously with the major contest, the winners of the local contests being entered in the national contest. Prestige was added to the contest through the services of well-known people as judges. They are: Ethel Barrymore, actress; Howard Chandler Christy, artist; Clare Briggs, cartoonist; Rudolph Eickemeyer, pictorial photographer; Hector Charlesworth, editor of *Toronto Saturday Night*, and Kenneth Williams, editor of *Kodakery*.

Potato Institute May Launch Campaign

A proposal to increase the consumption of potatoes through advertising and publicity, calling attention to the food and health values and the relative cheapness of this agricultural product, was made last week by H. B. Tabb, executive secretary of the National Potato Institute.

"Although a national campaign may start later," Mr. Tabb told SALES MANAGEMENT, "no effort will be made this season to raise funds for it. Idaho, Wisconsin and other states are doing so individually, however." A national campaign by the institute may start later.

Peabody Heads Ruxton Sales; Outlines Market Plans

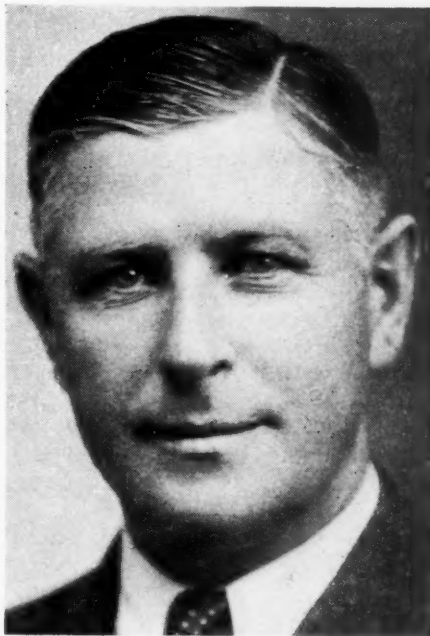
Fred T. Peabody, for the past five years assistant general sales manager of the Hupp Motor Car Corporation, has been appointed sales manager of the New Era Corporation, manufacturers of Ruxton, a new front-wheel-drive car being placed on the market in the \$4,000 field.

J. E. Roberts, who has been appointed general manager of the company, has been associated with the automobile industry for more than eighteen years. William J. Muller, designer of the Ruxton and vice-president of New Era Motors, Inc., was associated with automobile racing as an engineer for many years. He is now also associated with the Budd Manufacturing Company as experimental engineer.

Archie M. Andrews is president of the corporation, which has established general offices at 17 East Forty-fifth Street, New York City.

In an interview with SALES MANAGEMENT this week Mr. Peabody said: "In the distribution of the Ruxton we are using the same old conventional method as that used by other higher-priced car manufacturers, as our car will range around \$4,500. We are appointing distributors in all the large key points all over the United States and they in turn will appoint dealers in their assigned territories."

A portion of the Gardner automobile plant at St. Louis has been leased by New Era Motors, Inc., for manufacturing the new car.



Fred T. Peabody

Rail, Air and Auto Services Join to Cut Nation's Breadth in Half

Last Sunday night at 7:05 o'clock, New York time, Col. Charles A. Lindbergh, at the Los Angeles terminal of the Transcontinental Air Transport, Inc., turned on a light in the train shed of the Pennsylvania Station in New York City to inaugurate the first East-to-West service of that line in conjunction with the Pennsylvania Railroad and the Santa Fe. The new organization will make the run between New York and Los Angeles in forty-eight hours.

At the same time the New York Central Railroad announced the opening of a forty-six-hour air-rail service between New York and Los Angeles in conjunction with the Western Air Express, the Santa Fe and the Chicago & Alton railroads.

Thus America's two largest railroad companies became almost simultaneously "transportation companies" in the widest sense and three major methods of transportation—rail, air and automobile—joined to reduce the "distance" between the Atlantic and Pacific coasts by half.

The competition between the new air-rail systems will in a sense be rivaled by the companies manufacturing the airplanes to be used in the new services. Tri-motored Ford planes will be used by Transcontinental Air Transport; tri-motored Fokkers (made largely under the direction of General Motors) by Western Air Express.

Automobiles are being used to carry the passengers from train to plane and vice-versa.

Technical head of the T. A. T. and pilot of the first eastbound plane of the service last Monday was Colonel Lindbergh. Amelia Earhart, another trans-Atlantic aviator, is also active in the new service with the title of assistant to the general traffic manager.

Transcontinental Air Transport is headed by C. M. Keyes, also president of the new \$70,000,000 Curtiss-Wright Corporation. Col. Paul Henderson, "father of the air mail," is executive vice-president.

The services crystallize the views expressed recently by Gen. W. W. Atterbury, president of the Pennsylvania Railroad, and other prominent railroad officials. The title "railroad company" no longer defines the scope of railroad operation, General Atterbury has said.

"We must be prepared to offer you

Air-Rail Lines Launch Promotion Programs

In the promotion programs of the affiliated railroads the new air-rail services have already begun to play an important part. The Pennsylvania is advertising it in forty-six newspapers of seventeen cities—three of which, San Francisco, Los Angeles and Wichita, are off their lines. A campaign in five magazines will start in a few days.

At present the New York Central's promotion is confined chiefly to time tables and literature—although a newspaper campaign may begin later. "Airplane Service" is also announced on the indicators of connecting trains, corresponding to the Airway Limited and the Spirit of St. Louis on the Pennsylvania.

The Transcontinental Air Transport, Inc., has started a newspaper campaign of its own through the Reed G. Landis Company.

railroad service where that is most desirable, or bus service, or service by airplane.

"We must adjust our freight facilities more and more to the needs of the individual shippers," he emphasized. "In other words, my view of a railroad is that it should give the people the kind of transportation they want—not what the railroads think they ought to have.

"Let me give you three concrete examples of what this new transportation service means:

"1—You are now able to pick up your telephone, order a ticket and reservation from Pennsylvania Station to Los Angeles, and be there two days later. Your ticket and reservation will give you two nights' comfortable sleeping in luxurious Pullmans and two delightful daylight rides in deluxe passenger airlines.

"2—You can pick up your telephone again and order a motor truck with a steel container to come to your plant shipping platform in the morning,

load up some less-than-carload freight, and have the container hauled to the railroad, loaded on a flat car and delivered intact by motor truck to your customer's receiving platform in Philadelphia the next day.

"3—In a comparatively short time, too, you will be able to go down to the Pennsylvania Station and buy a combination ticket. It will enable you to go from here to Chicago, for instance, part way by railroad and part way by motor bus.

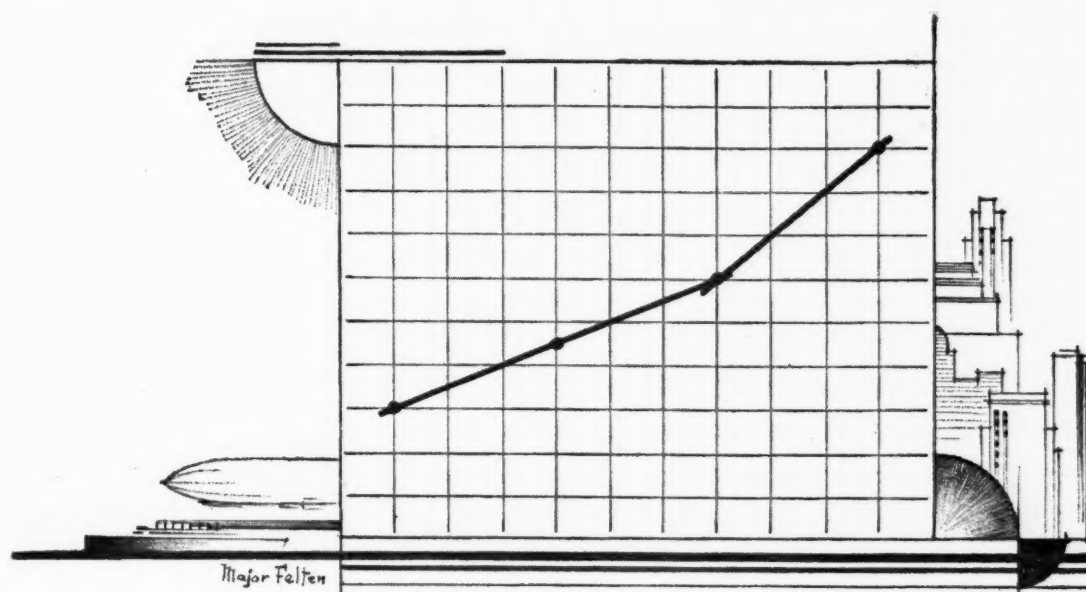
"In other words, we on the Pennsylvania Railroad have embarked on a comprehensive program to link up motor bus, motor truck and airplane transportation with our railroad train service. This is one of the important phases of transportation progress in this country today. With the co-ordination of railroad and motor vehicle transportation in our territory we hope at least to minimize the wasteful and destructive competition that has grown up over a period of years. That form of competition is never in the interest of the public."

The New York Central Lines have also endeavored in the past few months to emphasize their closer relations with other forms of transportation. On June 14, in conjunction with the Universal Air Express and the Santa Fe, they inaugurated the first transcontinental air-rail service between New York and Los Angeles. That service requires sixty-one hours; the new one only forty-six. By the new service, passengers will make only one change from train to plane. This change will be at Kansas City, to which passengers will proceed by railroad. At Kansas City they will be transported by motor from the railroad station to the airport and will proceed the rest of the way by air to Los Angeles, a twelve-hour trip.

Patrick E. Crowley, president of the New York Central Lines, has been personally active in the development of the new system.

Of the two, the Transcontinental Air Transport has received more publicity—due largely to Colonel Lindbergh's connection with it.

The Boeing Air Transport, Inc., a subsidiary of the United Aircraft & Transport Corporation, plans to launch this fall a thirty-hour all-plane service between New York and San Francisco.



Over the past ten years our growth in advertising volume has been like that...tripling in the period...We think this means...

the application of sound principles to advertising, a personnel that knows how to apply these principles, a form of organization that is basically sound, and client satisfaction with the results. Over a long period, agency growth is a pretty good indication of dependability and service.

THE H. K.

McCann COMPANY
ADVERTISING



NEW YORK • CHICAGO • CLEVELAND • SAN FRANCISCO • LOS ANGELES
SEATTLE • DENVER • MONTREAL • TORONTO • LONDON • PARIS • BERLIN



Have a Spotless, healthy home

Sapolio makes a home bright and inviting. Its regular use for kitchen utensils, bathroom fittings, pantry shelves, painted woodwork, tiling and glass-pannels, for boxes, cement and wooden floors, keeps them absolutely clean and wholesome. No disagreeable dust or odor.

Made only by
Eaton Morgan's
Sons Co.,
New York

SAPOLIO

1869 - SIXTY YEARS OF GOOD SERVICE - 1929

This lean M.D. is Dr. Brown. Who faxes but ill in Spotless Town. The town is so confounded clean. It is no wonder he is lean. He's lost all patients now, you know. Because they use SAPOLIO

SPOTLESS TOWN SERIES

Charles C. Green Advertising Agency, Inc.

The return of the Spotless Town series to the advertising pages is like the return of an old friend.

"For men who refuse to wear pink silk panties" is a happy caption which will find many well-wishers.

Sales Management Gallery



FOR MEN who refuse to wear pink silk panties

SPALDING UNDERWEAR \$1.50 a set

SPALDING Athletic Underwear is not in the lingerie class. It's real athletic attire adapted from the trim Spalding Olympic track suit. The soft absorbent shirt fits snugly, but has plenty of give. The drawers of well-woven Jean are cut to avoid pulling or binding no matter how active you are. \$1.50 a set... All Spalding clothing, like Spalding Underwear, is designed for active men. And is as much at home in your office as on your golf course.

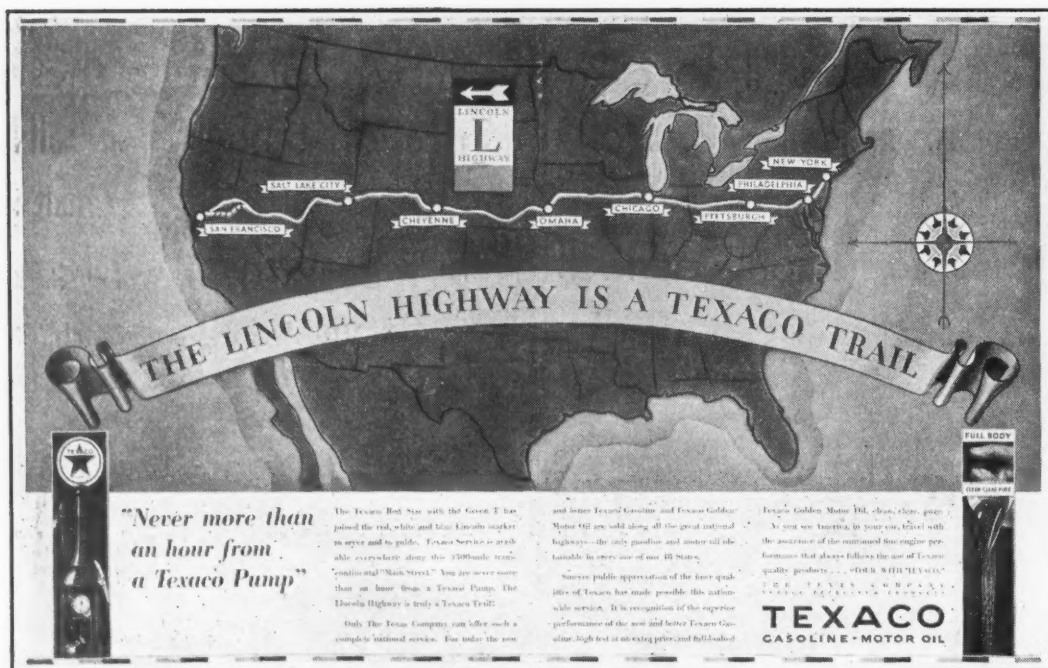
A. F. Spalding & Sons

315 Fifth Ave. (at 54th) 25 New St. (at Exchange Pl.)
185 Nassau St. (above Fulton) 389 Broad St. (at Newark)

Spalding White Flannels are the new English style, with pleated front and higher back. Fine flannel that takes many cleanings. Tailored with fancy creases. Comfortable for men. Correct for dress wear. Good value at \$10.

Spalding Socks are the latest importations from the finest mills in England and Scotland. Fine quality soft wool. Nearest patterns, pleatures and solid colors. Outstanding values. \$1.50 to \$2.50.

Young & Rubicam, Inc.



THE LINCOLN HIGHWAY IS A TEXACO TRAIL

"Never more than an hour from a Texaco Pump"

The Texaco Red Star with the Green T has joined the red, white and blue Lincoln marker to serve and to guide. Texaco Service is available everywhere along the 3700-mile transcontinental "Main Street". You are never more than an hour from a Texaco Pump. The Lincoln Highway is truly a Texaco Trail.

Only the Texaco Company can offer such a complete national service. For under the name

and better Texaco Gasoline and Texaco Golden Motor Oil are sold along all the great national highways—the only gasoline and motor oil obtainable in every one of our 48 States.

Survey public appreciation of the fine qualities of Texaco has made possible this nationwide service. It is recognition of the superior performance of the best and better Texaco Gasoline. High test at an extra price, and full-bodied

Texaco Golden Motor Oil, clean, clear, pure. As you see America in your car, travel with the assurance of the continued fine engine performance that always follows the use of Texaco quality products. **STICK WITH TEXACO.**

TEXACO
GASOLINE • MOTOR OIL

Hanf-Metzger, Inc.

Aside from the attractiveness of this double-page layout, the news that one is never more than an hour from a Texaco pump on the Lincoln Highway should be a powerful sales inducement to those who refuse to mix their oils.

See

what you buy - buy in glass

THE easiest, freshest foods you can buy come to your table in glass.

All the natural freshness is retained; all the original flavor is preserved by the sanitary glass jar, tumbler or bottle with its convenient seal.

You can be sure of quality, too, for glass packed foods are clearly visible before you make your purchases. This certainty in buying does away with costly waste, helps you get exactly what you want, and use it with the greatest possible economy.

Published in the interest of the consuming public and the industry who serve by packing food and household necessities in glass, to the
GLASS CONTAINER ASSOCIATION OF AMERICA
19 West 44th Street, New York City

United States Advertising Corporation

There is little doubt that this advertisement will be seen or that its message is obscure.

An excellent pictorial representation of sound.

Because of BALANCED UNITS

As the tone of a fine orchestra can only be clear if all its instruments are perfectly balanced, so clearness of tone of a radio receiver is in proportion to the balance of its units. By extraordinary engineering, Philco has attained a precise electrical balance that results in radio tone of revolutionary clearness, richness, fullness. See a Philco dealer now for a free trial in your home.

PHILCO all-electric radio brings clearer tone, more stations and greater distance

HERE it is at last, the quality of reception you have longed for—clear, distinct, and full. Mounted upon quality—substance, Philco now offers you more than new all-electric radios with every part perfectly balanced, at amazingly low prices.

THE NEWEST TUNE IN RADIO HISTORY. Through the Hi-Fi-Dynamic Speaker of the new Philco, the glory of the gramophone in all its splendor. You hear the rumble of the bass as clearly as the trill of the treble. The rich, round notes of a great baritone are transmitted as though the singer himself stood in your living room. And on, too, with the soprano. Every instrument in the ensemble, saxophone and violin, trumpet and clarinet, no matter how high or low the pitch, the program comes through in all its true tone value and without blur, without distortion.

ALL THIS MEANS THAT'S IN THE AIR. Under equal conditions, see below the new Philco Neutrathane-Plus will outmatch any set on the market. Hundreds of enthusiastic Philco owners have written to tell you how they got Japan, Mexico, Cuba, Canada, England, etc! Under favorable conditions, 100 stations seem to be well within the Philco range. Our owner reports he has actually heard 179, also many can't get with your present set!

BEAUTIFUL CABINET DESIGN. You will be proud to have the new Philco cabinets in your home. The work of America's leading furniture designers, they are handsomely carved and beautifully fitted, giving the impression of great craftsmanship. Actually, however, they are priced so low you can easily afford to have two Philcos in your home—one to entertain and one to do your own.

BE SURE TO HEAR THE NEW PHILCO BEFORE YOU BUY ANY RADIO.

And you can hear it on free trial! We want you to hear the new Philco perform in your own home under the most exacting conditions in actual use. No matter where you live, there's a Philco dealer near you and he will gladly offer you a free trial without the slightest obligation to buy. When you compare the tone of this set with any you have ever heard, when you see its great performance, when you bring in station after station you have never been able to get before, then will you realize its tremendous value, then you will want the new Balanced Unit Philco for your own. Your local Philco dealer can arrange easy payments for your convenience.

PHILCO, PHILADELPHIA, PA.

See list of the nearest Philco dealers in your neighborhood below. Reproduction of this advertisement in whole or in part is prohibited.

<p>BALANCED UNIT TABLE MODEL Hi-Fi-Dynamic Speaker \$325.00 Simple 600 Receiver \$65.00</p>	<p>BALANCED UNIT CABINET MODEL Hi-Fi-Dynamic Speaker \$425.00 Simple 600 Receiver \$65.00</p>	<p>BALANCED UNIT RADIO MODEL Hi-Fi-Dynamic Speaker \$149.50 Simple 600 Receiver \$139.50</p>	<p>BALANCED UNIT RADIO MODEL Hi-Fi-Dynamic Speaker \$205.00 Simple 600 Receiver \$195.00</p>
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...AND THEN HE GOT A PHILCO

Erwin, Wasey & Company



ADVERTISING

Campbell - Ewald Company, H. T. Ewald, President
 Detroit; New York; Chicago; Seattle; Los Angeles
 Portland; San Francisco; Paris, France; Sydney, Australia
 In Canada—Campbell-Ewald, Limited, Toronto; Montreal

*Address our Detroit Office for a booklet featuring the personnel and organization
 of the Campbell-Ewald Company*

Campbell-Ewald Company advertises the following services and products:—
 American Automobile Association; Ashley-Dustin Steamship Line;
 Bank of Detroit; Bowes Brothers Bonds; Broadway National Bank and
 Trust Co., New York; Buick Motor Cars; Brock Securities Corp.;
 Burroughs Figuring Machines; Canadian General Electric Co., Limited
 (Institutional); Chevrolet Motor Cars; Consolidated Corrugated and
 Folding Paper Boxes and Binders' Board; Copeland Electric Refriger-
 ators; Deluxe Motor Cab Co.; Delco-Remy Automotive Products; Delco
 Products, Lovejoy Shock Absorbers; Detroit & Cleveland Navigation
 Company; Detroit & Port Huron Steamship Lines; Dover Mfg. Co.
 Lady Dover Electric Irons and Percolators; English Inns (Canada);

As applied to the execution of a campaign by Campbell-Ewald, the term "advertising well directed" has a peculiar significance. For Campbell-Ewald is organized, not merely to create effective advertising for every type of medium, but also to follow this advertising through to its ultimate conclusion. With its home office in Detroit manned by more than 500 people . . . with its branch offices strategically located in ten cities in the United States, Canada, Europe and Australia . . . with its 40 field representatives traveling constantly, contacting with retailers, calling on newspapers and checking outdoor posters — Campbell-Ewald Company is, in the fullest sense, an international advertising agency. As such it is daily producing for more than a hundred clients "advertising well directed."

WELL DIRECTED

Fireside Industries Home Arts Training; Fokker Airplanes; Food Display Machine Co.; Fyr-Fyter Extinguishers; General Motors Building; General Motors of Canada (Institutional and Products); Grand Rapids Metalcraft Corp.; Kelch Heaters; Harrison Radiators; Hercules Truck Bodies; Heintz Manufacturing Co., Metal Stampings; J. L. Hudson Department Store; Hyatt Roller Bearings; Johnson American Line; Kleiner, Tom Moore Cigars; S. S. Kresge Stores; Leonard Detroit Warehouses, Inc.; Liberty Ready-Cut Homes; Link-Belt Industrial Products; Markus-Campbell Co., Pronunciphones; McAleer Automobile Polishing Products; Milson Extracts and Pharmaceutical Products; Modern Kitchenware Co.; Henry Morgan & Co., Ltd., Wood Carving,

Interior Contracting; National University Society, Business Coaching; National Bank of Commerce of Detroit; New Departure Ball Bearings; Nicholson-Erie-Dover Ferry Line; Oakland Motor Cars; Oldsmobile Motor Cars; Panama Mail Steamship Co.; W. E. Phillips Co., Ltd., Duplate Safety Glass; Pontiac Motor Cars; Postel's Elegant Cake Flour; Premier Cushion Springs; Rambler All-Metal Aeroplanes (Canada); Sawyer-Massey Road Machinery (Canada); Scher-Hirst Clothing; Shotwell Marshmallows; Society of Automotive Engineers; Stanford University Press; Union Title and Guaranty Service; Union Trust Service; United Motors Service; Viking Motor Cars; Webster Cigars; Western Air Express, Airplane Transportation; White Star Steamship Lines; Wolsey Woolen Wear (Leicester, England).

High Business Level Continues, 152 Editors Report in Survey

Industrial and trade activity for the first half of 1929 established generally a new high mark. The activity during this six months averaged well above the same period of last year. Certain factors which it was generally believed would exert disturbing influences have not done so and in the large, business seems still to be on a prosperity level. This is the consensus of the 152 editors of business papers in industrial, mercantile, professional and service fields who are members of the National Conference of Business Paper Editors, as expressed in their semi-annual questionnaire-survey of business.

These editors, each reporting for the segment of business with which his paper is concerned, do not find that business is being adversely affected by high money rates, the tariff legislation now in process or labor difficulties. Mergers, which were the outstanding characteristic of business in 1928, continue to be consummated at a rate equal to if not ahead of the past year, and the "more than seasonal decline" in general business that was anticipated in mid-spring has not materialized. Further, the opinion that there was a general trend to the five-day week is not borne out by the reports of National Conference editors.

Technological unemployment—the replacement of men by machines—has not resulted in the laying off of workers faster than they can readily find work in other lines or in new ones within the particular industry and wages in the main have shifted little from the rates that prevailed at the close of last year.

In the balancing production and distribution these editors report that co-operative trade association efforts, research, statistical control and fact-finding investigations, both as to production and sales, are having a beneficial effect in practically all branches of industry and trade. The furniture industry is an excellent example of a cooperative undertaking along these lines. In September it will start a \$4,000,000 national co-operative campaign aimed to increase the demand for furniture by the general public.

Prices and margins of profit on the average have been close to those of 1928. In some instances they are down slightly, but in more they show slight increases over the previous year. In coal mining, although prices

are down, the margin of profit is still on the 1928 level. This is attributed to machine production. With the railroads, while rates are about the same, net earnings are substantially larger, due to greater freight business and decided economies of operation. In the chemical field many companies are showing record earnings which it is believed is due rather to larger turn-overs than to rise in the margins of profit.

In aviation, the newest mode of transportation, some very pertinent facts are disclosed. First, instead of being adversely affected by high money rates, this industry is reported to be troubled by too much money available for investment. At the same time it is experiencing mergers that are much ahead of 1928. And while prices for transportation and units of transportation have remained at last year's level, sales costs have risen somewhat despite the fact that production has increased. In the motor bus field, which is handling more passengers than ever before, deliveries are slow and more orders for new buses have been placed than can be filled promptly. Route operators at the same time are increasing their staffs of maintenance mechanics as a means of cutting operating costs. Another concomitant of this means of transportation is the introduction of sleeper buses for overnight travel.

The electric railways, likewise, are introducing a new type of conveyance. This is the de luxe car, for which a higher fare is charged. Demand for this is increasing and is being met by existing companies.

Competition by privately owned automobiles, motor buses and trucks, steamships and aeroplanes have made a considerable change in the traveling habits of the general public and the railroads are endeavoring to meet this situation by coordinating these various forms of transportation under their own management. One road this month will inaugurate a method whereby it will offer the traveler a choice of rail, motor bus, air travel or a combination of any or all of these. Although the railroads with terminals in the larger cities are enjoying an increase in commuter traffic, there has been a falling off in general short distance passenger travel. On the other hand, long distance travel has increased.

(Continued on page 80)



C. R. Palmer

Arrow Collars Elect Palmer President

C. R. Palmer has been chosen president of Cluett, Peabody & Company, Inc., Troy, New York, makers of Arrow collars and shirts. Mr. Palmer started with the company twenty-one years ago as a salesman in the Chicago office. Subsequently he became manager at Kansas City, sales director for the Pacific Coast at San Francisco, Western sales director at Chicago and vice-president in charge of sales.

In his new position he succeeds E. H. Betts, resigned.

Cluett, Peabody & Company do an annual business of more than \$20,000,000.

Chicago Daily News Opens New Building

The Chicago *Daily News* formally opened its new twenty-five story building this week. Walter A. Strong, publisher of the *Daily News*, presided at the dedication ceremonies.

Others who spoke were William Allen White, editor of the *Emporia Gazette*; Rev. Theodore G. Soares, professor of religious education at the University of Chicago; the Rev. Robert M. Kelly, S.J., president of Loyola University; Rabbi Louis L. Mann, of Sinai Temple, and Rufus C. Dawes, president of the World's Fair association.

President Hoover sent a telegram of congratulations to Mr. Strong, and, from Washington, pressed a button which started the \$2,000,000 presses in the new structure.

Name of City	Name of Paper of Largest Total Daily Circulation	Total Daily Circulation	City Daily Circulation	Percentage of City to Total Circulation	Rank	Total Market (City & Suburban) Circulation	Percentage of Market to Total Circulation	Rank
New York	News	1,273,946	1,019,058	79.99	6	1,194,862	93.79	5
Chicago	Tribune	838,422	491,944	58.67	12	654,423	78.05	11
Philadelphia	Bulletin	555,753	392,260	70.58	8	524,172	94.31	4
Detroit	News	333,585	261,745	78.46	7	316,791	94.96	3
CLEVELAND	PRESS	210,270	178,957	85.10	1	196,525	93.46	6
Los Angeles	Herald	229,159	193,598	84.48	2	220,084	96.03	1
St. Louis	Globe-Democrat	278,894	161,906	58.05	14	181,541	65.09	19
Baltimore	News	155,103	124,568	80.31	4	134,881	86.96	8
Boston	Post	390,604	212,074	54.29	18	269,693	69.04	17
Pittsburgh	Post-Gazette	233,026	112,312	48.19	19	165,982	71.22	14
San Francisco	Examiner	188,591	88,145	46.73	20	142,838	75.73	13
Buffalo	News	160,267	104,089	64.94	9	139,151	86.82	9
Washington	Star	105,290	84,340	80.10	5	100,102	95.07	2
Milwaukee	Journal	169,039	100,063	59.19	11	139,071	82.27	10
Newark	News	145,585	122,637	84.23	3	130,150	89.39	7
Minneapolis	Journal	116,925	65,506	56.02	17	70,744	60.50	20
New Orleans	Times-Picayune	96,748	60,702	62.74	10	73,367	75.83	12
Seattle	Post-Intelligencer	99,951	56,487	56.51	16	69,021	69.05	16
Cincinnati	Post	197,151	115,539	58.60	13	137,926	69.95	15
Kansas City	Star (E.)	269,832	154,751	57.35	15	183,805	68.11	18

First among the largest daily newspapers of the twenty largest cities in America!

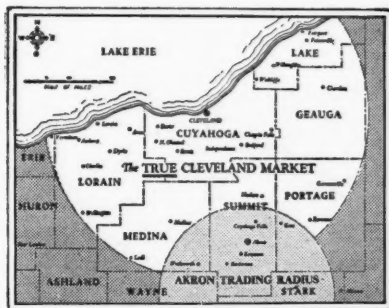
FEW people realize the tremendous concentration of Cleveland Press circulation. Its density is without parallel among the newspapers of largest daily circulation in the first twenty cities of America.

Most Profitable Circulation

More than eighty-five per cent of the total daily distribution of the Press is sold to people living within the "city" area as designated on publishers' statements to the Audit Bureau of Circulations.

Most Profitable Circulation

When you buy space in the Cleveland Press you are absolutely certain that at least eighty-five per cent of your advertising will be read by people who are 100% sure to trade in the city in which you



Eight different market authorities agree that the TRUE Cleveland Market is, as pictured here, small and compact, approximately 35 miles in radius—not over 1,525,000 in population. 93.46% of Cleveland Press' circulation is concentrated here.

are anxious to secure adequate sales for your product.

Most Profitable Circulation

The daily newspaper of largest total circulation in no other of the first twenty cities of America can offer you a like advantage.

More than ninety-three per cent of Cleveland Press circulation is concentrated in the *only* area from which you may obtain profitable results from Cleveland newspaper advertising—the "City-and-Suburban" area, according to A. B. C.—known to alert advertisers as The TRUE Cleveland Market.

Most Profitable Circulation

Here The Press reigns supreme. It produces results out of all proportion to its cost because it delivers saturating coverage in a community which overwhelmingly accords it first place in its homes, its hearts, its *buying habits!*

The newspapers used in the comparison shown in the table at the top of this page are those of largest evening or morning daily circulation published in the twenty largest American cities. Circulation figures are for the six-month period which ended March 31, 1929, and are taken from Standard Rate & Data Service, issue of June, 1929.

The Cleveland Press

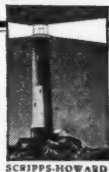
NATIONAL ADVERTISING DEPARTMENT

230 Park Avenue, New York City
Atlanta . Detroit . San Francisco

TISING DEPARTMENT

400 N. Michigan Blvd., Chicago
Philadelphia . Los Angeles

CLEVELAND'S FIRST



ADVERTISING BUY!

The Sales Management Weekly Index of Motor Activity

(Average of years 1924-28, inclusive, equals 100)

strated over a substantial period of years.

Year 1929	Year 1928
Jan. 5 103	Jan. 7 100
Jan. 12 ... 138	Jan. 14 ... 120
Jan. 19 ... 142	Jan. 21 ... 126
Jan. 26 ... 144	Jan. 28 ... 132
Feb. 2 147	Feb. 4 132
Feb. 9 149	Feb. 11 ... 137
Feb. 16 ... 147	Feb. 18 ... 139
Feb. 23 ... 150	Feb. 25 ... 135
Mar. 2 150	Mar. 3 132
Mar. 9 147	Mar. 10 ... 133
Mar. 16 ... 149	Mar. 17 ... 134
Mar. 23 ... 153	Mar. 24 ... 131
Mar. 30 ... 153	Mar. 31 ... 132
Apr. 6 148	Apr. 7 128
Apr. 13 ... 157	Apr. 14 ... 126
Apr. 20 ... 156	Apr. 21 ... 128
Apr. 27 ... 155	Apr. 28 ... 126
May 4 156	May 5 126
May 11 ... 150	May 12 ... 126
May 18 ... 149	May 19 ... 126
May 25 ... 146	May 26 ... 125
Jne. 1 144	Jne. 2 126
Jne. 8 140	Jne. 9 127
Jne. 15 ... 142	Jne. 16 ... 125
Jne. 22 ... 141	Jne. 23 ... 122
Jly. 6 140	Jly. 7 120

The exact sources of data on which the SALES MANAGEMENT Weekly Index of Motor Activity are based cannot be completely explained or disclosed for the reason that much of the information used is obtained in confidence. The computation itself is entrusted to one of the leading economists and statisticians of the automotive industry.

The principal factor involved is that of factory consumption, the data being used along this line involving approximately 25 per cent of the total production of the motor car industry. Inasmuch as production of automobiles is adjusted to retail sales at relatively short intervals of time, this index really portrays to some extent the trend of motor car retail sales as well as of motor car production. The volume of business transacted by the automotive industry, including its tremendous consumption of many and varied types of products as glass, steel, paint, cotton, copper, etc., gives this index of motor activity much significance from the standpoint of the business of the country at large. The fact that it can be obtained weekly also contributes to making it one of the most valuable indices to general business conditions that has been thus far developed. This index has been carefully checked against retail sales and production of the automotive industry and its accuracy thereby demon-



John N. Willys

Herbert F. Perkins to Head Harvester

Herbert F. Perkins, first vice-president of the International Harvester Company for the past seven years and identified with that company since 1899, has been elected president, to succeed Alexander Legge, recently selected by President Hoover to head the Federal Farm Board now being organized.

With the formation of the Harvester Company in 1902, Mr. Perkins organized the purchasing department, and in 1906 was made operating manager of the steel and lumber properties. After several promotions he became vice-president in charge of manufacturing in the United States and abroad, and in 1922 was elected first vice-president with general executive duties.

LaBaw Directs Sales for Marvin Tube

F. A. LaBaw, general sales manager of the Denney Tag Company, Westchester, Pennsylvania, for the past six years, has been appointed general sales manager at New York for the Marvin Radio Tube Corporation, Irvington, New Jersey.

The Marvin Radio Tube Corporation is a merger recently formed by six independent radio tube manufacturing concerns. A national sales organization has just been completed and distributors are being appointed in the United States, South America, the Far East and Europe.

Willys Holdings in Motor Firm Sold to Midwest Bankers

Official confirmation of the purchase of a large part of the holdings of John N. Willys in the Willys-Overland Company by financial interests in Chicago and Toledo, represented by Field, Glore & Company, Chicago, and George M. Jones, president of the Ohio Savings Bank and Trust Company, has been made by Field, Glore & Company.

It is understood that a Toledo group, headed by C. O. Mininger, president of Electric Auto-Lite Company, and Mr. Jones, both of whom are now directors of Willys-Overland, are the purchasers and that the deal will be consummated August 1. In a telegram to SALES MANAGEMENT Mr. Mininger denied personal participation in the deal.

Willys-Overland is fourth in line among automobile manufacturers, with more than 7,000 dealers and net sales of \$187,233,388 in 1928.

It has been stated that Mr. Willys is retiring from control of his company to enter the diplomatic service, and he has been mentioned in connection with the Paris post.

Postal Names Sales Head

D. J. Hall has been appointed sales manager of the Postal Telegraph-Cable Company, a new position. He will work under Clinton B. Allsopp, recently appointed vice-president in charge of sales and publicity.

Organization of an enlarged sales staff and a school to instruct Postal office managers in sales practice is now under way.

Before joining Postal Mr. Hall was with the United States Chamber of Commerce.



Herbert F. Perkins

INDUSTRIAL DALLAS, Inc.

Affiliated with Dallas Chamber of Commerce

Chamber of Commerce Building

DALLAS, TEXAS

OFFICERS and DIRECTORS

R. L. Thornton, *President*
John W. Carpenter, *Vice-President*
M. J. Norrell, *Secretary-Treasurer*
Nathan Adams
Frank L. McNeny
Walter A. Dealey
C. H. Newell
Fred E. Johnston
Everett S. Owens
Frank P. Holland
L. B. Denning
Tom Gooch

June 6th, 1929.

Mr. Philip Salisbury, Vice President,
Sales Management, Inc.,
420 Lexington Avenue,
New York, N.Y.

Dear Mr. Salisbury;

It may be of interest to you to know that Industrial Dallas Inc., in the first year of its national advertising campaign, found "Sales Management" to be the most effective medium among the thirty publications used. This rating is based on the number of inquiries, character of inquiries and cost per inquiry.

The message we are trying to get over to the country as a whole is of particular interest to Sales Managers. Practically every organization of consequence that is attempting to do a national business is constantly on the lookout for new sales outlets that will bring increased volume. There is no question in our opinion but that the Southwest, consisting of Texas, Oklahoma, Arkansas and Louisiana, presents greater possibilities for the future than any other major market in the country. Not only is the Southwest at the present a tremendous market, with its twelve million population and six billion dollar annual wealth production, but its rate of growth in population and in wealth is greater than any other major market.

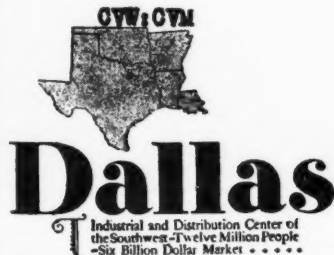
We have found that where we can get the attention of the General Sales Manager we have little difficulty in convincing him and his organization that the Southwest offers tremendous opportunities for sales offices, distributing branches and branch factories.

Needless to say, with the splendid results your publication has given us, we are planning to use it at regular intervals throughout the remainder of our three-year national advertising program.

Yours very truly,

INDUSTRIAL DALLAS, INC.,

By *Clyde V. Wallis*
Clyde V. Wallis.



Turn Surplus Glycerine Output into \$3,000,000 a Year Market

BY W. R. E. BAXTER

With the aid of two years of intensive advertising programs, to be followed by its biggest advertising campaign in 300 newspapers and in magazines beginning this fall, the Glycerine Producers' Association, which has been active for only three years, has succeeded in building up a sales volume of approximately \$3,000,000 annually. The outlet which has been developed by the association is the comparatively new use of treated glycerine as an anti-freeze for automobile radiators.

Glycerine, which is an inevitable by-product of soap manufacturing, suffered from slackened demand to so great an extent following the World War that the market price has dropped almost 85 per cent during the past ten years.

The Glycerine Producers' Association is composed of twenty-four of the leading soap and candle manufacturers of the country. Ten of these, the larger soap producers, have turned to the anti-freeze market as a major outlet for their glycerine by-product, and sell GPA radiator glycerine. They are Armour & Company; Beach Soap Company; Colgate - Palmolive - Peet Company; James S. Kirk & Company; Kirkman & Son; Lever Brothers Company; Procter & Gamble Company; John T. Stanley Company; Swift and Company, and Harley Soap Company. The other members of the association also contribute to the campaign in proportion to their glycerine output, although their production of anti-freeze glycerine is comparatively small and is not sold under the GPA brand.

During the World War glycerine was in great demand for use in explosives and the price soared from a low figure up to sixty-five cents per pound, a price which was maintained until the cessation of hostilities. Since then the price has dropped to little more than eleven cents.

The heavy production of glycerine at that time, displacing soap as the major product, resulted in an overproduction of soap. Soap manufacturers, in order to sell their excess production, dropped prices and entered into extensive advertising campaigns which soon placed the industry among the leaders in volume of advertising. Soap was sold in greater quantities than ever before and at lower prices.

So intensive was the advertising

that the public became educated to standard prices for soap. These prices have been maintained to a great extent by manufacturers of the better known brands of soap and sales have also been kept at a high level. This excess glycerine, for which the quantity market had practically ceased, continued to be produced as a by-product in large quantities and its disposition was becoming a matter of paramount importance.

The soap industry, always healthy and profitable in the past, found that lower price standards and increasing manufacturing costs made it necessary to find a profitable and steady outlet for glycerine, other than the normal outlets through its use in the manufacture of dynamite, tobacco, toilet and medical preparations, and other products. To this end the Glycerine Producers' Association was formed to carry out research and sales promotion work. One of the first, and, up to the present time, one of the most important outlets which has been developed is based on the discovery that glycerine, mechanically treated to prevent foaming, is an excellent anti-freeze solution for automobile radiators. One of its advantages, claimed by the association, being that it will not evaporate and that only one filling of radiator glycerine is necessary during the cold months.

The association has developed a standard product, really a new grade of glycerine, which is sold under one grade name in uniform containers. This is backed by the members of the association in a joint advertising and merchandising program.

Last year this advertising and merchandising program reached important proportions which are to be exceeded during the 1929-30 season. More than 17,000,000 pounds of glycerine or about 14 per cent of the total national production was sold by members of this association in 1928. Plans for the coming season include the use of large space advertising in more than 300 newspapers and full pages in several national magazines of general circulation and full pages in a group of trade papers. In addition more than 5,000,000 pieces of literature are being prepared for distribution.

The copy features the standard container which has been developed by the association and the initials GPA.

Account Changes

KNOX HAT COMPANY, INC., New York City, including Dunlap & Company, Long's Hat Stores and Kaskel & Kaskel, to Batten, Barton, Durstine & Osborn, Inc.

POSTUM COMPANY, INC., New York City, Certo and Hellmann's Blue Ribbon mayonnaise accounts, to Benton & Bowles, Inc., of that city.

ATLANTIC COAST FISHERIES CORPORATION, New York City, to J. Walter Thompson Company, Inc., there.

CONTINENTAL OIL COMPANY, Denver, jointly, to H. K. McCann Company (who has been serving Continental), and Tracy-Lock-Dawson, Inc., Dallas (who has been serving Marland Refining Company).

MOORE PEN COMPANY, Boston, fountain pens, pencils and desk sets, to Charles W. Hoyt Company, Inc., New York City.

HELENA RUBINSTEIN, INC., New York City, beauty preparations and cosmetics, to the Lawrence Fertig Company, Inc., there. Magazines, newspapers and rotogravure.

BI-PLUG CORPORATION, Chicago, reversible 2-in-1 spark plug, to Hurja, Chase & Hooker, Inc., of that city. Trade publications.

AMERICAN CEREAL COFFEE COMPANY, Chicago, cereal coffees, to Paris & Peart, New York City. Newspapers and posters.

MOLLE COMPANY, Cleveland, Molle shaving cream, to Henri, Hurst & McDonald, Inc., Chicago. Magazines.

NEW STANDARD AIRCRAFT CORPORATION, to Wales Advertising Company, Inc., New York City. Magazines and newspapers.

PARFUMERIES ST. DENIS, New York City, to J. Walter Thompson Company, Inc., there.

STANDARD BRANDS, New York City (Fleischmann-Royal merger), Chase & Sanborn coffee and Dr. Price's baking powder accounts, to the J. Walter Thompson Company, Inc.

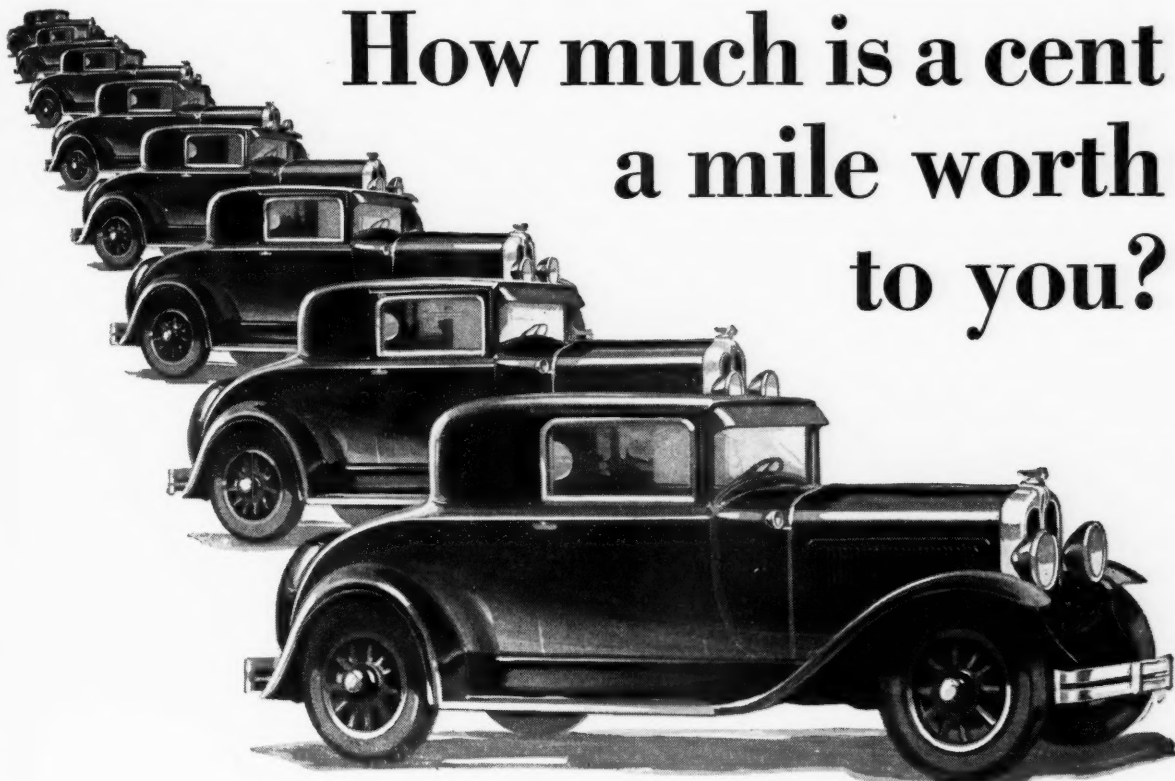
CURTISS FLYING SERVICE, Midwest, Chicago, and the TRANSCONTINENTAL AIR TRANSPORT, St. Louis, to Reed G. Landis Company, Chicago. Newspapers, outdoor and direct mail for the former; national campaign in newspapers for the latter.

CHICAGO WHITE LEAD & OIL COMPANY and the Henry G. Lange Machine Works, Chicago, to the Blaker Advertising Agency of that city.

CHANCE VUGHT COMPANY, New York, airplanes, to the Wales Advertising Company, Inc., there. Magazines and trade papers.

POTASH-MARL, INC., New York City, garden supplies, to McCready-Parks, there. Magazines, newspapers and direct mail.

How much is a cent a mile worth to you?



*The Coupe, \$745 * Body by Fisher*

SALES and distribution costs are in for a trimming. There's no real news in that statement. But with sales executives subjecting their costs to microscopic analyses in order to train them down to a healthy condition, any suggestions calculated to assist may not come amiss.

Wherefore, the cost of automobile transportation for salesmen is placed on the table. Twenty thousand miles is a conservative estimate of the distance traveled by a salesman in an automobile during the course of a year. Suppose the cost of that transportation can be reduced one cent a mile. The company maintaining only 25 salesmen automatically cuts its costs \$5,000.00 a year.

Some companies which provide Pontiac Sixes for salesmen are saving even more than one cent a mile. The reason is that the Pontiac—the New Pontiac Big Six, especially—is designed to operate economically. That's why its engine, for example, turns over only 3,162 times per mile, approximately 20% less frequently than the engines in some cars of comparable price. That's why its pistons travel only 2,045 feet per mile, more than 25% less than the pistons in cars with engines of the high speed type.

Scores of similar reasons for Pontiac economy can be given to any sales executive interested in reducing selling costs. Or if you prefer, we can show you cost records revealing, not only the causes, but the results of Pontiac economy. Write the Fleet Department for full information. Ask also for the details of our Fleet Users' Plan.

Pontiac Big Six, \$745 to \$895, f. o. b. Pontiac, Michigan, plus delivery charges.

Consider the delivered price as well as the list price when comparing automobile values . . . Oakland-Pontiac delivered prices include only reasonable charges for handling and for financing when the G. M. A. C. Time Payment Plan is used.

OAKLAND MOTOR CAR COMPANY, PONTIAC, MICHIGAN

PONTIAC

PRODUCT OF
GENERAL MOTORS

BIG SIX-\$745 AND UP



High Business Level Continues, 152 Editors Report in Survey

(Continued from page 74)

In the automotive industry, where the dollar volume for the first six months of this year is 15 per cent ahead of the same period of 1928, mergers are going ahead at a rate greater than last year. Here the high money rate, it is felt, may hamper sound expansion in the near future and the tariff legislation is having an unfavorable effect. If passed, this will be "quite detrimental" to the foreign trade of the American automobile manufacturers.

At no time in the recent history of the chemical industry, one editor reports, have important technical developments been as frequent or promised as significant effects on other industries. A petroleum hydrogenation process that will convert the lowest grades of fuel oil into 100 per cent gasoline promises to revolutionize oil refining. Synthetic alcohols from petroleum by-products, new synthetic resins for varnishes and lacquers made from acetylene gas, and synthetic acetic acid from the same source and from alcohol or natural gas all foreshadow the establishment of new industries in this country that will compare in importance with rayon, bakelite or duco. In building, with general construction but 1 per cent behind last year, home building is somewhat curtailed, but industrial and engineering projects are on the rise. The replacement of men by machines has gone far. This, however, has not affected the skilled workers, whose wages have risen slightly since the first of the year. In the past six months general construction costs have declined 1 per cent, but the volume of engineering construction has increased 30 per cent, and the building of airports has become a factor of importance with certain construction executives using airplanes to travel from one large project to another.

In the electric light and power industry there has been an increase of about 5 per cent in the total consumption of electricity. Of that consumed for industrial purposes the increase has amounted to 15 per cent. Along with this has gone a movement to larger generating stations, wider interconnection of high-power transmission lines and a nation-wide drive for rural customers.

In the meat-packing industry the past six months has witnessed considerable expansion financed by marketing of stock issues and there is now a definite

movement on foot here to balance the production of raw materials—livestock—with consumer demand. This is too new to have proven results. In distribution of meat products two distinctive steps have been taken within the past six months. They are reduction of the small order evil with its consequent drain on profits and the elimination of undesirable and uneconomic practices. At the same time in meat packing the replacement of workers by machines is unusually rapid. This, combined with improved management methods, has resulted in greater efficiency per man per hour and a consequent rise in the wage rate. Likewise, meat packers are reported to have progressed noticeably in the packaging of ready-cooked meats.

In meat packing as in other industries the proposed tariff legislation is reported to be favorable to industry as far as it affects manufactured commodities, but disturbing as it relates to raw materials which must be imported from abroad. To wit, this legislation will protect the meat industry, but hamper frankfurter manufacturing because the casings are largely imported. In the chemical field the House tariff bill is generally considered favorable to the domestic chemical industry, but at present there is uncertainty as to the result of the threatened prohibitive duties upon blackstrap molasses, flaxseed and certain other raw materials. Save for iron and steel, the majority of the editors report the same disturbed attitude as it affects the foreign raw materials of their industries.

A. N. A. Plans Swampscott Meeting October 14-16

The Association of National Advertisers will hold its annual meeting at New Ocean House, Swampscott, Massachusetts, October 14-16.

Stuart Peabody, advertising manager of Borden Sales Company, New York, has been appointed chairman of the program committee. W. A. Grove, Chicago, will be associate chairman.

Buys Hosiery Retailer

The *Boot & Shoe Recorder*, New York, acquired this week the *Hosiery Retailer*, a monthly trade paper published by the *Shoe Retailer*, of Boston. The *Hosiery Retailer* will be continued as a separate publication.

They Say That

GUY BAKER has become an account executive with Lee E. Donnelley Company, Cleveland agency. He was formerly advertising manager of the Kaffee Hag Corporation and more recently with H. N. White Company, band instruments, there.

KENNETH GROESBECK has been elected a vice-president of the H. K. McCann Company. Mr. Groesbeck joined McCann March 1—having been for the preceding seven years president and treasurer of Groesbeck-Hearn, Inc., New York agency. . . . PERRITON MAXWELL, editor and art director of *Theatre Magazine*, has resigned. Next fall Mr. Maxwell will start publication of a new "illustrated monthly class publication." Details later.

TOM BOHAN, formerly with the Western office of the New York *American*, has been appointed Western manager of the New York *World*. . . . FRED G. BAUER, formerly with Koch's List of Railroad magazines, has joined the Chicago staff of Gilman, Nicol & Ruthman, publishers' representatives. . . . WILL APPLETON, managing director of the Charles Haines Advertising Agency, with headquarters in Wellington, New Zealand, and branches in Auckland, Christchurch and Dunedin, is touring the United States and Canada to visit the factories of his clients, among which are Ford, Goodyear, Burroughs, Quaker Oats, Sheaffer Pen, Victor, Eastman and Nuggett Company of England. . . . S. EDGAR COLE, recently with *Pit & Quarry*, and formerly with the Johns-Manville Company, has joined Wilson & Bristol, Inc., New York, as a vice-president. . . . LOUIS CHARLES ROSENBERG, erstwhile head of his own agency and more recently on the staff of the New York *American*, has joined the *World* there.

CLEMENT H. THEISEN, JR., has joined the executive staff of G. Allen Reeder, Inc. He was formerly connected with the Fabrikoid division of the E. I. du Pont de Nemours & Company. . . . HOWARD MEYER has been made president of the National Trade Journals, Inc., succeeding Heman J. Redfield, who has now become chairman of the board. . . . DAVID WARKE STOTTER, art director and manager of the copy department of the Dearborn Advertising Agency, Chicago, has become vice-president in charge of copy and art and a member of the board. . . . CRAIG CAMPBELL, managing director of Weston & Company, Australian advertising agency, is in the United States on business—making his headquarters in the Millsco Agency, 1 Park Avenue, New York. He will sail for Sydney July 24. . . . ROBERT BURRIDGE has resigned as manager of Dodge Brothers Overseas Advertising at the Chrysler Company, Detroit, to join the staff of the Millsco Agency, there.

JAY KILPATRICK has rejoined the Corday & Gross Company, Cleveland direct-mail producers, as New York manager. . . . T. C. FULTON, for six and a half years with the advertising department of the New York *American*, is now with the national staff of the Chicago *Herald-Examiner*. . . . H. G. HALLOCK, formerly connected with the W. A. Sheaffer Pen Company, has been appointed sales manager of Mabie, Todd & Company, New York, manufacturers of Swan pens.

Combustion, published by In-Ce-Co Publishing Corporation, is in the mail. It is a new magazine, acquiring the name by purchase.

Combustion, published by In-Ce-Co Publishing Corporation, is in the mail. It is a new magazine, acquiring the name by purchase.

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Billfold Manufacturers Cash in on New Currency

(Continued from page 66)

fall, mainly to educate the public as to what is correct in pocketbooks. This campaign will run in national and class publications and in newspapers in larger cities.

Amity Leather Products Company shipped thirteen carloads of its new billfolds on June 1. This company has built up volume by putting its line into stores that previously have not dealt in leather goods. In one such field half a million in business was added in a few weeks. The stores taking on this merchandise looked upon it as an entering wedge in building up leather goods departments. Amity does not appoint exclusive retailers in any cities. All stores that wish to carry the line may do so. Selling is done partly by seventy-five distributors and partly by representatives from the factory.

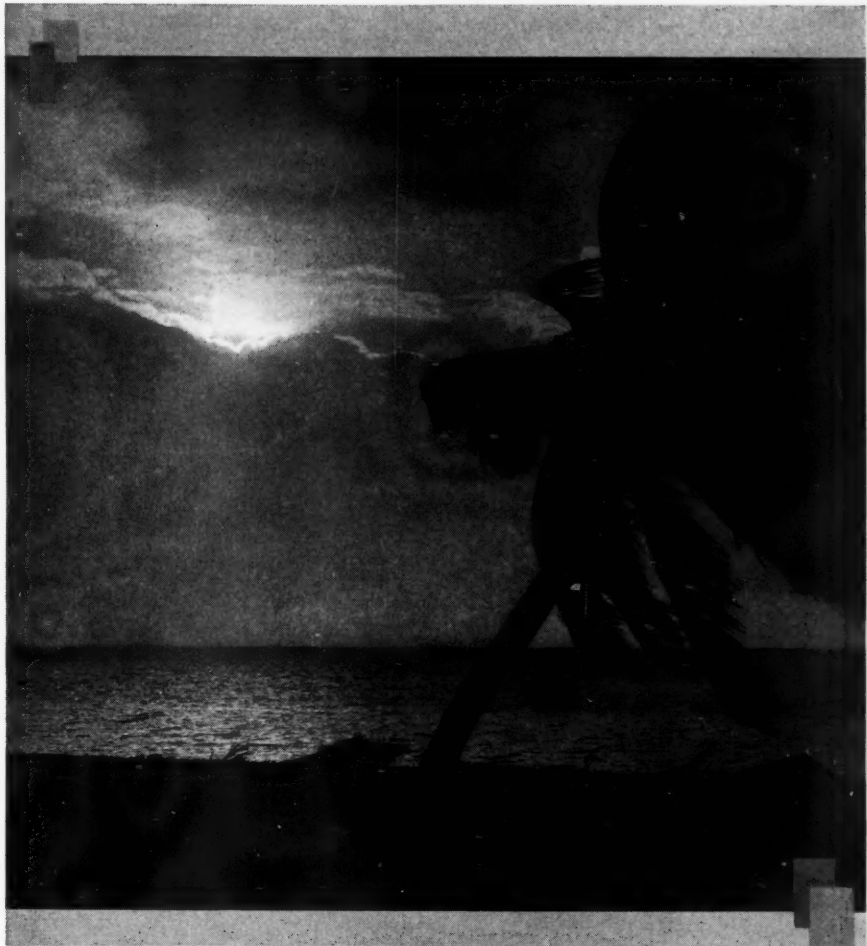
To Attract Men to Stores

This company, with others, agrees that women buy a large percentage of the billfolds men carry—perhaps 80 per cent. This is not looked upon as an unmixed blessing and Amity's advertising campaign is intended, partly, to attract men into stores carrying its line to buy for themselves. The Amity campaign will run in the *Saturday Evening Post*, *Good Housekeeping* and *American Magazine*.

The new currency is expected to stimulate 1929 business in this industry to a remarkable extent. The industry has been gathering momentum steadily since 1923, despite the fact that one man is never likely to carry more than one billfold, one key case, one cigarette case and possibly one letter case. Between 1923 and 1925 the national output of pocketbooks rose 32 per cent in value to \$43,105,000, and our sales abroad between 1926 and 1927 rose 52 per cent. According to the American Leather Producers, Inc., this year almost certainly will note sales of over \$50,000,000.

Five Changes at Jam Handy

Five new appointments have been announced by the Jam Handy Picture Service, Chicago. A. O. Anderson, who has been regional service supervisor at Dallas, has been transferred to San Francisco, where he replaces S. J. Loch, who will now cover the St. Louis region. R. F. Hartzell, formerly of the Dayton office, is now chief inspector of mechanical equipment at the Chicago studio. Gardner Hunting, of the Detroit scenario staff, has been appointed to Cleveland, and W. L. Wilson has been added to the service staff of the New York office.



From a Photo by John Kabel

NATURE VERSUS ART

WHISTLER, famed as painter and critic, has contended that the masterpieces compare favorably with Nature's productions. However, this is certain, Nature refuses to recognize time schedules in the execution of commissions.

☛ Artists and photo-engravers have a common interest in present-day time assignments—something of a likeness in tempo and responsibility complex. ☛ The Sterling Engraving Company is equipped to render exceptional service.

STERLING ART SERVICE—Designing, Layouts, Photo-retouching, Working Drawings. "STERLING RESULTS"—a monthly publication devoted to the problems of pictorial reproduction—Copies upon request.

STERLING ENGRAVING COMPANY, NEW YORK CITY

Branch Executive Offices—Graybar Building, LEXington 0792

. . . TWIN PRODUCTION PLANTS—DAY and NIGHT SERVICE . . .

475 TENTH AVENUE at 36th St., MEDallion 1900—200 WILLIAM STREET, BEEhman 2900



J. A. Bohannon

Southern Newspapers Seek More Readers; Score Publicity

"In New England states the percentage of newspaper readers is double the figure for the Southern states," declared John A. Park, of Raleigh, North Carolina, publisher and chairman of the board of the Southern Newspaper Publishers' Association, at the twenty-seventh annual meeting of the Association at Asheville last week.

"This is not because of illiteracy now, as it possibly was in the past," continued Mr. Park. "Let's say it is because of a larger proportion of rural population and greater difficulties of distribution than exist in the urban centers."

Mr. Park stated that increased numbers of newspaper readers will be found in the South as education facilities are improved and through the elimination of free-space grabbers and publicity puffs from the columns of the member newspapers.

"Can we reasonably extend our efforts to develop new readers and create new buying power for legitimate advertisers as long as we open the door for the gate crashers?" Mr. Park asked the assembled publishers. "Why does this chaff relentlessly grind on and clutter up our offices, our waste baskets and post offices? There can be no other answer than, 'Because it gets printed.' Yes, somebody, somewhere, sometimes puts this bunk into a newspaper and the proud author prates, 'Look how they use my stuff; give me all the advertising appropriation; I get much for little.'"

Bohannon and Smith Head Peerless in "Dual Control"

J. A. Bohannon of Indianapolis was elected president of the Peerless Motor Car Corporation this week, to succeed Leon R. German, who resigned a few days ago after service in that position for about a year and a quarter. Don P. Smith of Detroit has been made vice-president. These men will take up their duties at once and function as a dual management. Mr. Bohannon has resigned as vice-president of the Marmon Motor Car Company to accept the new position. Mr. Smith was elected a director of the Peerless corporation last April. He leaves the position of assistant to the president of the Guardian Detroit Company to assume the new position. Mr. Bohannon has been active in the engineer and manufacturing end of the industry; Mr. Smith has been an automobile salesman and dealer, starting his career with the Willys-Overland distributor in Los Angeles. Several years ago he took over the distribution of the Moon car in Los Angeles territory, and a short time later founded his own agency for the financing of automobile purchases on time payments.

Massachusetts Names Publicity Board

Members of the new Massachusetts State Publicity Board, created by the Legislature at its last meeting, were announced this week by Governor Allen. The board, to be known officially as the Massachusetts Industrial Commission, will be composed of Andrew Raeburn of New Bedford, treasurer, Wamsutta Mills; Thomas O'Hare, representing the labor organizations; Louis E. Kirstein, general manager, William Filene's Sons Company; Paul E. Fitzpatrick, president, Brown, Durrell Company; Frederick H. Payne, president, Associated Industries of Massachusetts and of the Greenfield Tap & Die Company. Besides these the commissioner of labor and the commissioner of agriculture are members.

New Conoco Appoints

C. C. Warner, advertising manager of the Continental Oil Company, will continue to function in that capacity in the enlarged company recently formed by the merger with the Marland Oil Company, to be known as the Continental Oil Company of Delaware. Joseph E. Moorhead, advertising manager of Marland, has been appointed to take charge of public relations.



Don P. Smith

Direct Selling Firms to Hold Conference on Advertising

Representatives of companies engaged in "direct selling" of various kinds of merchandise will meet at a trade practice conference at Dayton next October under the auspices of the Federal Trade Commission, to adopt standards for correction of unfair advertising. Commissioner William E. Humphrey will be in charge.

Application for the conference was submitted by the National Association of Direct Selling Companies, Inc., of Winona, Minnesota, the members of which are said to do a business of \$300,000,000 a year and to employ about 500,000 people. Their volume of business is said to be from one-third to one-half the total business of direct selling organization in this country.

Direct selling has been practiced many years—the usual procedure being for a manufacturer to employ agents for house-to-house canvass, Commissioner Humphrey explained. The agents are obtained through advertising.

Generally, the commissioner added, direct selling is carried on by three classes of people: "young men and women, energetic and ambitious to earn the amount of money named in the advertisements for agents; men and women in the forties no longer able to obtain employment which requires youthful physical strength, but who make good salesmen and earn a fair living through direct selling; and boys and girls who earn spending money to help their families."

Index of Business Conditions

Practically all signs and records were favorable last week. Current retail business was active for the season and sales reported by chains for June continued to mark up noteworthy gains. Steel and iron production remained near full capacity, contrary to expectations. Estimates of automobile output in June were far above actual production figures of June, 1928. Earning statements for the second quarter were extraordinarily good in most cases. The credit situation gave signs of easing. Commodity prices recorded a further advance. Distribution of goods by the railroads was well above the level of last year. And, finally, internal revenue receipts for the fiscal year ended June 30 indicated a substantial increase in incomes.

Total Transactions

Comparative bank figures for the week ended July 3-5 were obscured by the Fourth of July intermission. Clearings, for five days in both years, amounted to \$13,240,000,000 this year, a gain of 14.7 per cent. New York, owing to the resumption of activity in the stock market, was up 21 per cent. Ten other cities were higher, but the net change among them all was an advance of less than 1 per cent. Debits against individual accounts, for six days this year and five in 1928, totaled \$22,542,000,000, compared with \$16,291,000,000 last year.

Distribution of Goods

Railroad freight filled 1,095,724 cars in the week ended June 29, 92,025 more than in 1928, 74,226 more than in 1927, and 30,484 more than in 1926. For six months the total was 25,596,938, exceeding all records.

Credit Conditions

Call money was available from 7 to 9, time money distinctly easier at $7\frac{1}{2}$, commercial paper held at 6, while bankers' acceptances sank to discounts of $5\frac{1}{4}$ to $5\frac{1}{8}$ for thirty to ninety days.

Margin of Profits

Commodity prices rose again, the Irving Fisher index reaching 98.2, compared with 97.7 the week before.



ANOTHER BLUE BOY *A Merchandising Master-piece*

JUST as Gainsborough's master-painting always gains attention in the art gallery, any product packed in a Royal Blue bottle attracts the eye wherever displayed. On store counters, in windows—in advertisements, too—Maryland Royal Blue bottles inevitably stand out because of their beauty and distinctiveness.

Thus the merchandising advantage of a Maryland Royal Blue bottle is that it makes a vivid impression on dealers' and consumers' minds and enables a product to be more readily seen, remembered and sold.

In addition to blue glass, we manufacture green tint and flint ware of the highest quality. Our equipment is thoroughly modern and complete for making dependable glass containers in standard or special molds. Many popular numbers are carried in stock. The dependability of our ware and service is attested by the fact that many of the best known products in America are packed in bottles made by us. Write today for samples and quotations.

MARYLAND GLASS CORPORATION

BALTIMORE, MARYLAND

ROYAL BLUE • GREEN TINT • FLINT CONTAINERS

New York Representative
277 BROADWAY

Pacific Coast Representative
PACIFIC COAST GLASS, SAN FRANCISCO, CAL.

“W”

OUTLOOK FOR SECOND HALF: The second half of the year begins under conditions so auspicious that even the most conservative observers are beginning to talk confidently of the prospects for the fall and winter months. Generally such indications are not clear until the end of the summer. This year, however, favorable evidence is already coming forward in such volume that early prognosis is scarcely escapable. Of these perhaps the most notable is the continued activity of the steel mills at close to full capacity long after the time of customary slowing down. The same is true of the automobile plants. In both cases demand has dictated output, a fact which supports the belief that the opening of the autumn season will not be clouded by surplus stock. Similar implications are to be found in the impressive data of retail sales. The employment and power figures are eloquent of whirring wheels in the country's factories at large, while the rising relative number of loaded freight cars tells of distribution of goods on a scale never before equaled at this time of year. What all this means is indicated by the brilliant earning statements coming in from industrial corporations and railroad companies for the second quarter, coupled with the comparatively high prices of commodities now prevailing. That business sentiment reflects these conditions is clearly demonstrated by the unprecedented amount of advertising in recent months. Thinning winters are generally presaged by anticipatory tapering of business in the late spring, fattening winters by reluctance to pause even for the hot days in June. A specimen of the first sort we saw in 1926, of the second sort in 1925.

FROM MAIL ORDER TO COUNTER SALES: The two biggest mail order houses have never admitted that the business they were organized to transact was slipping away from them. They still send out their catalogues in prodigious numbers. Their increasing sales are still counted among the indices of buying power manifested in orders sent through the post office. But all their new plans are for over-the-counter sales, and the long record shows clearly that expansion on the old lines came to an end when good roads and automobiles enabled their customers to shop around. Sears, Roebuck, first to act on the hint, got a long start with their department stores in the large cities. Montgomery Ward followed, beginning in towns and small cities with demonstration stations that were speedily converted into regular stores. Now comes the significant news that Montgomery Ward are about to open in Chicago a chain of ten stores dealing in tires and automobile accessories, "the first step in a plan to start

outlets in the large cities," according to George B. Everitt, the president. What this portends is obvious. Sticking at present to comparatively small units, this "mail order" concern is pushing its way wherever customers are to be found for sales at sight. It will not stop at a small chain if the small chain is successful, nor is there reason to suppose that it will stop at tires and automobile accessories if these go well. With catalogues for those that adhere to mail orders, department stores in the small cities, and a nucleus for general stores in the big cities, Montgomery Ward & Company seem to be contemplating a scheme of outlets which will embrace every phase of mass selling and add to the already formidable array of great chain systems a recruit of sweeping range. Incidentally, the change means more business for the daily press, since, as Mr. Everitt says, "it is the custom of our stores to depend extensively on newspaper advertising."

LEISURE TIME AND SPENDING: Everyone has become familiar with modern ideas about high wages and their repercussions in the form of improved standards of living and enlarged buying power that redound to the advantage of industry at large. Most of us know less of the related trend toward fewer working days, to say nothing of fewer working hours. This movement is gaining impetus from the theory, proclaimed most loudly by Henry Ford, that those who make goods to sell find advantage not only in providing wage earners with the means of buying the fruits of labor on a large scale, but also in giving to workers abundant time for the encouragement and satisfaction of their desires for the good things of life. The more they play the more they spend. The five-day week is the longest step in this direction, and naturally it encounters among employers the most resistance. Yet even this radical departure from old economic practice and principle is making astonishing progress. According to a survey by the Bureau of Labor Statistics covering 1928, it affects 53 per cent of all the clothing establishments and a third of all the operatives, 30 per cent of the men in automobile plants, and 14.6 per cent of the building trade workers who are regularly employed. In the building trades and clothing industries the five-day week has not as a rule been granted voluntarily. But the same might be said about the maintenance of high wages generally. It remains to be seen whether business as a whole will discover in increase of leisure among the masses of consumers results beneficial to itself which are now credited to the dinner pails that are full and have something on the side as well. At some point, to be sure there must come a break in the circle that used to be called vicious where give and take follow each other like a dog after its tail. But all that any of us can see at present is a surge of activity which is submerging many of the rules that were formerly accepted as established laws. What order will emerge when the seas of swift change begin to subside no man can foretell.



**INCORPORATING
50 YEARS OF
BUSINESS PAPER
SERVICE**



PLAIN TALK

(No. 1 of a series)

TOO many people employ illogical methods in selecting media for their advertising. They buy this or that medium because they like the salesman who represents it, they like the looks of the magazine, they are impressed with its physical size, they like to read it themselves, their competitors are using it, etc.

These are often good contributory reasons but not one of them should by itself be made a governing reason.

The only fundamental acid tests for using a particular business paper are these: Does its circulation include a representative group of your active and prospective customers? Does a magazine command the attention, interest and respect of its readers?

Any enterprising advertiser can readily make these tests in his own way and to his own satisfaction. Federated publications are circulated and edited to meet just such investigations.

FEDERATED and Affiliated Publications Comprise:

The Antiquarian
Automotive Electricity
Building Investment
Draperies
India Rubber World
Materials Handling &
Distribution
Music Trade Review

Novelty News
Rug Profits
Sales Management
Soda Fountain
Talking Machine World & Radio-Music
Merchant
Tires
Tire Rate Book

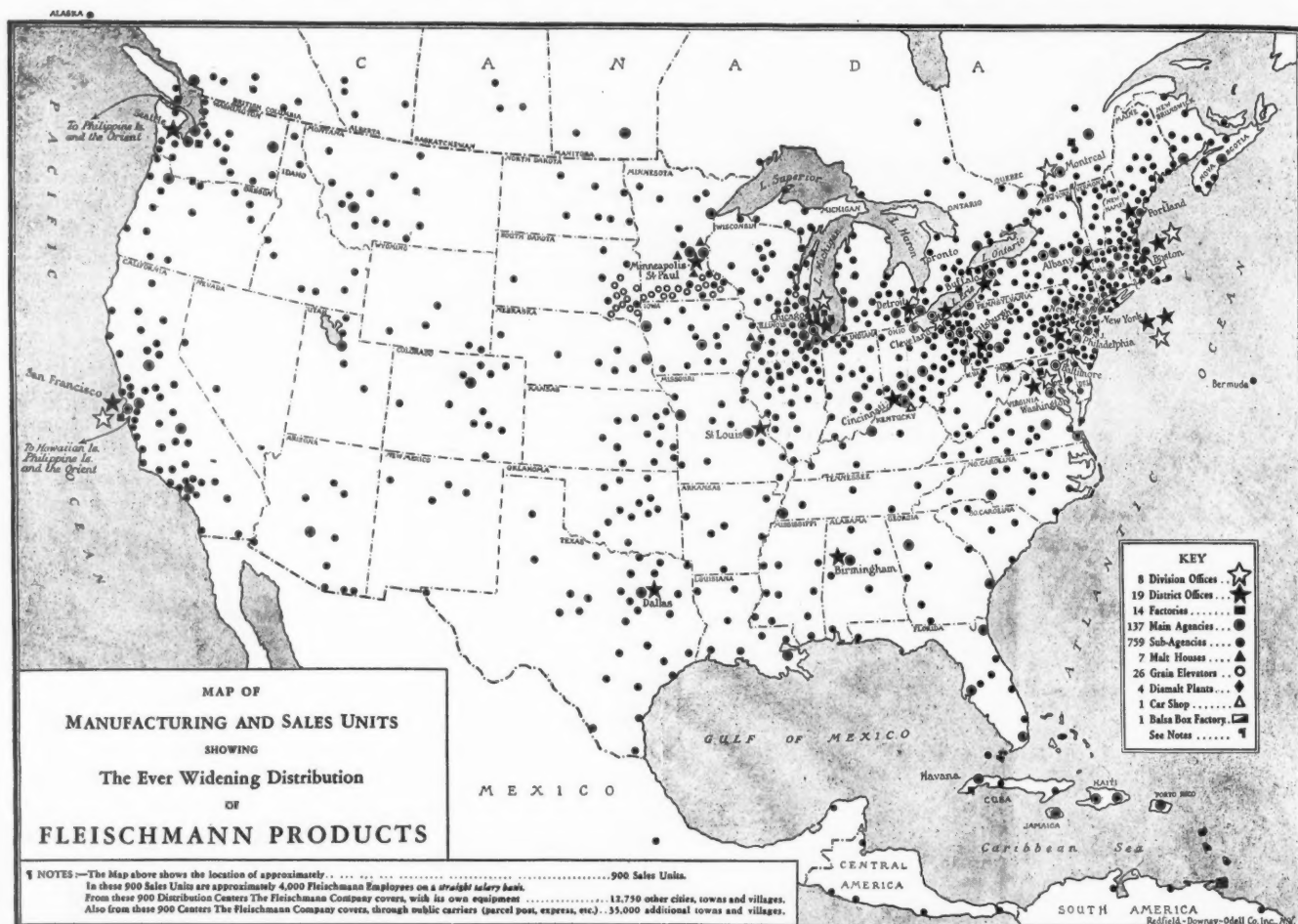
FEDERATED BUSINESS PUBLICATIONS, INC.



NEW YORK
420 Lexington Ave.

CHICAGO
333 N. Michigan Ave.

"Backbone" of \$250,000,000 Food Merger



Daily to bakers, two or three times a week to grocers, the Fleischmann Company, nucleus of a \$250,000,000 food product merger, projected by J. P. Morgan & Company, delivers its yeast products with its own trucks to some 14,000 cities, towns and villages. About 35,000 more

towns and villages are reached through public carriers. Altogether Fleischmann products are distributed through about 300,000 grocery outlets in the United States, none of these outlets being more than 400 miles from a Fleischmann factory or "main agency." Royal Baking Powder Company, the

other important factor in the combine, known as Standard Brands, Inc., sells primarily through jobbers. For the present, at least, it is expected that Fleischmann, Royal and the E. W. Gillett Company, Ltd., controlled by Royal, will retain their present identities and distribution policies.

Oliver Farm Equipment Acts to Adjust Sales Work of Units

Coordination of sales effort for the Oliver Farm Equipment Company, recently formed by the consolidation of the Oliver Chilled Plow Works, Hart-Parr Company, Nichols & Shepard Company, Inc., and the American Seeding Machine Company, is now being effected and the detailed program will be announced soon.

The new company, with headquarters in Chicago, is headed by M. W. Ellis, with H. S. Lord, general sales manager of the Oliver Farm Equipment Sales Company, a subsidiary; R. C. Roling, general works manager; and Dave E. Darrah, advertising manager.

Branches are expected to be established in Great Falls, Minneapolis, Peoria, South Bend, Harrisburg, Richmond, Memphis, Kansas City, Dallas, Omaha, Oakland, Charles City, Iowa, Fargo, Grand Forks, Williston, Billings, Des Moines, Madison, Indianapolis, Louisville, Battle Creek, Columbus, Rochester, Atlanta, Nashville, Montgomery, St. Louis, Oklahoma City, Wichita, Dodge City, Denver, Salina, Springfield, Missouri, Houston, Sidney, Amarillo, Sioux Falls, Lincoln, Albany, Portland, Oregon, Ogden, Regina, Saskatoon, Calgary, Edmonton, Winnipeg and Toronto, in addition

to thirty-five foreign branches and distributors.

Management of the branches is being divided among the members of the four organizations; the sales organization, however, calls for salesmen specializing on various lines. Each group of salesmen will work out an interchange in prospects to bring about greater volume of business by the whole company.

An advertising campaign announcing the consolidation has just been launched in farm and trade papers, and a special mailing piece in four colors sent to 750,000 prospects in the files of the four merged companies. The mailing piece features various types of equipment now available to farmers through the Oliver Farm Equipment Company.

From Nonentity to Limelight in Three Years

(Continued from page 66)

of these block sizes to the local dealers, who in turn could cut it, reseal it, and install it in any car within a day. The present Chicago company is now giving six-hour service to all customers.

Meanwhile Mr. Haskell found himself getting into difficulties in the factory. So successful had his promotion work been that the Hoboken plant proved incapable of handling the production. Therefore he had to locate a new plant and move into it without losing time and without stopping the machinery. This he did by buying a former textile plant in Clifton, New Jersey, installing much new machinery and starting production there, then moving the old equipment to the new plant.

Developing Other Markets

Although the automobile field offered the best and biggest market for Triplex, wise policy dictated the development of any other new markets that could be found. The company therefore devoted attention to the motor boat field, selling the glass for the windshields of the fast boats, which are often struck by heavy waves over the bow. Several makes of boats now fit Triplex as standard. Another field with great future potentiality is aviation, where non-shatterable glass has a natural place. The flying world has taken up the idea quickly. Commander Byrd reported, after his Polar flight, that a sea bird had crashed into the windows of his airplane. The Triplex, however, had prevented what might have been an unpleasant incident.

Mr. Haskell's work in three years has resulted in perhaps the most significant change the automotive industry has ever made. An amazing percentage of all injuries in automobile accidents are, or rather were, caused by flying glass. This tremendous percentage is now falling as cars with the old type glass go out of use.

There are more worlds to conquer, however. Last month the American company altered its relations with the English company so as to be empowered to extend into South America. A concern that in June 1926 had difficulty filling a small office in West Street, Manhattan, is now reaching into another continent.

Ralph L. Myers, for two years Chevrolet sales manager for Zone 27, New York City, has become advertising manager of the company, with headquarters in Detroit.



THERE'S MAGIC in this Sales Contest Plan

Try it! Make it possible for your sales force to win valuable merchandise prizes, such as those offered in our contest selections. Watch your sales figures mount! We make it remarkably easy and economical for you to conduct such a contest. Our Sales Contest Department helps prepare your prize catalog, advises on contest rules, and assists in all details of prize distribution. Selection may be made from hundreds of articles carefully chosen by Marshall Field & Company, Wholesale, and furnished at strictly wholesale prices. Shipments direct to prize winners if desired. No preliminary investment or carrying charges on your part. Scores of prominent concerns have found the magic in this plan — far superior to cash prize contests.

INVESTIGATE—Sample copy of our illustrated prize catalog sent on request. We will gladly offer suggestions for making it most useful, if you will outline nature of your proposed contest.

SALES CONTEST DEPARTMENT
MARSHALL FIELD & Co.
WHOLESALE
Manufacturers • Converters • Importers
219 W. Adams Street, Chicago

Sales Management Bookshelf

Practical Department Store Advertising

The theorist is always saying—to the horror and regret of salesmen and advertising men alike—that advertising "sells goods" . . . "creates sales" . . . and that sort of thing. But we all know, when we stop to think, that there are only two types of advertising that come anywhere near demonstrating that they make sales, or do any more than assist in selling. One kind is mail-order. The other is department store. The "national" advertiser and the sales manager of most commodities know nothing, or very little, about either of these kinds of selling. But they are test types of sales promotion—hence enormously important to every thoughtful student. So the Bookshelter puts extra stress on Carroll Rheinstrom's "Psyching the Ads," the case book of direct advertising reviewed here in the June 15 issue. And so we also call special attention to A. W. Elmore's "When Metal Talks,—A Practical Course in the Fundamentals of Advertising" (fourth edition out; fifth nearly ready), published by Mr. Elmore, El Paso, Texas, where he is advertising manager of The White House.

This is a short, simple, practical book on retail advertising by one with actual retail experience. There are generalizations in these pages—especially in the introductory chapter. The principal generalization is "Avoid generalizations . . . say 'Chanel's new red, white and blue collar,' rather than 'an enchanting new collar' . . . 'fulness in front defines the new hemline,' rather than 'decidedly new hemlines' . . . not 'desired fabrics in wanted colors' and similar meaningless statements."

Most of the book is even more practical and concrete—an excellent chapter on "type; or making it easy to read," with rules for measuring different sizes by a chart of typewriter equivalents; another on "display types," with shrewd appreciations of the leading faces and good precepts against long measure in small type and against overcrowded space; and sections on art in advertising, good copy, novelties that produce results, etc. There is just enough illustration—both reproductions of advertisements and recounting of results. The closing chapter is on advertised brands—"What's in a Name?" It contains this appreciation: "Establish the style rightness of your store every so often by a promotion that lists all the nationally known stocks you carry . . . What can she think of your store, other than that it must be a fashion authority to carry such known stocks of the best goods on the market."

What to Do About Profitless Prosperity

Find the reasons why there are no profits and then plan how to remove these obstacles—that is very easy to say and so much harder to explain or to carry out. But there is a new, brief but complete book just published by The Ronald Press that does explain and—so far as a book can—makes it pretty easy to carry out the rules laid down. It is "Planned Market-

ing," by Vergil D. Reed, now teaching marketing and foreign trade in Boston University, and formerly marketing expert with W. R. Grace and Company, Schmoll Fils, Associated, and Bissell and Land, Inc. An introduction by Dr. Paul Nystrom of Columbia University vouches for the need of such a volume and for Mr. Reed's success in filling the need.

The first of six parts of this work sets the scene by describing several "serious cases and successful cures"—most of them thin market products, particularly difficult to advertise or promote by regulation mass methods. These "patients" are disguised with fictitious names; whether or not you see through the disguises, the description of ailment and treatment is instructive and gives an atmosphere of reality and authority to the book from the start. Especially realistic is the recognition of the importance of organization problems—particularly the top-notch of the organization.

And in the systematic outline of the other five major parts of the book this matter of organization is well to the fore. The section "What Makes a Marketing Plan" begins with "The Company and Its Setting." One part of the section on "The Market Survey" is "The Internal Situation Survey." The fourth part, "Building the Foundation of the Marketing Plan," has an excellent chapter on "Policy Building." Not that this is the most important part of a market plan; rather that it is too often neglected, whether by the outside investigator who is more accustomed to studying markets than factory and sales personnel, or by the insider who takes the inside as a matter of course.

Part 5 is "The Advertising Plan"—the center and meat of the volume. Only less important is the last section, "Keeping the Plan Fresh," and the best chapter there is the last, on "Shaving Distribution Costs and Finding New Appeals"—it even discusses the rare topics of multiple factories, public warehouses and other details of physical distribution, usually overlooked in books on marketing.

Is Economics Worth While?

George Soule, in "The Useful Art of Economics" (The Macmillan Company), makes two strong points in his title: economics is not an exact science with clearly defined laws, but an art; and it is useful—a guide not merely in business but in social progress. Much of this interesting volume seems to derive from the origin of the word "economy," which meant nothing in the world but "housekeeping" or "village management." Mr. Soule does not mention this etymology but (what is far better) writes an outline of modern economics in the terms of a business survey of the management of the national plant. In this way he deals with the national problems of stabilization and unemployment under the title, "Keeping the Plant Running Steadily." And the broadest possible treatment comes under heads that you and I might use in analyzing our own business: "Can the Plant Make More Goods?" and "Can the Plant Produce What We Really Want?"

It does not follow, of course, that his

point of view is yours or mine. He seems quite as academic in some respects as Adam Smith or any other imaginer of an ideal economic society in a vacuum or on a Robinson Crusoe island. When he discusses "Can the plant produce what we really want?" he insists that salesmen and advertising men follow the lines of least resistance and "sell" to the emotions and not to the reason, and that "relative success in arousing the emotions has no necessary relevancy to the comparative value of the articles advertised."

The chapter on "Some Specially Sore Spots" criticizes the coal operators and the textile manufacturers, but does not make the obvious suggestion that the American coal industry may well study present practice in Germany.

Throughout this book the author is looking for "controls." Fact-finding is not enough—we want action; but such governmental functions as gathering statistics, standardization, taxation, regulation of utilities, etc., are all important controls. Among private controls he lists the increase in large business units, trade associations, and ("more subtle and intangible" . . .) "a change in folk-ways for which we have not a good name, but which is compounded of advancing ideas, the formulation of both intellectual and ethical standards and a change in material circumstances." And Mr. Soule illustrates this change in folk-ways by contrasting a typical short-visioned trader of the last generation and a modern broad-visioned administrator. And the volume closes by asking "Are We Half-Way to Utopia?" and by suggesting that in America we put in practice the program of the British Liberal party for a Board of National Investment and an Economic General Staff. The author thinks we are going in that direction and that the Survey of Recent Economic Changes demonstrates our progress.

Place aux Dames!

"Selling Mrs. Consumer," a 400-page volume published by the Business Bourse, New York, and written by Christine Frederick, is a weighty indication of the increased importance of the ladies in today's commercial scheme of things—both from its scope and its authority. The title-page "qualifies" Mrs. Frederick as an expert; "first woman consumer to address Congressional hearings on distribution and home buying problems" and other "firsts" and foremosts.

Perhaps it is impossible for anyone to do what Mrs. Frederick essays in this volume: to portray the woman consumer and to give the consumer point of view about branded goods, advertising, chain stores and what-not; it is almost certain that no one else could come so near doing it as she does, thanks to her rare combination of expertness in housekeeping and in merchandising. The volume has a topical table of contents with numbered paragraphs, and there is a good index, so that the remarkable storehouse of fact and figure, and the even more valuable comment and interpretation, is easily accessible for reference. Paragraph heads in bold-face make up for the lack of running-heads on the pages.

You can't open to any part of this book without finding an idea or a statistic you will want to note down: the annual baby bill of the country is two billions; man is an easy mark as a buyer, women are naturally conservers of values; the average woman has a vocabulary of 1,200 words; 22 per cent are slender, 50 per cent normal and 28 per cent heavy; 29 per cent under 5 feet 3 inches, 50 per cent between 5-3

and 5-6, and 29 per cent tall, over 5 feet 6; 9 per cent are short-waisted, 7 per cent have large busts, and 6 per cent have large hips; the main changes in American living habits during the last ten years are more eating outside the home, more sugar, candy, soft drinks, cigarettes, toilet goods and packaged goods, less meat eaten, less money spent for clothes, less attention to prices and quality and more to color, style and use.

Mrs. Frederick's ten buying levels give a new classification of the market:

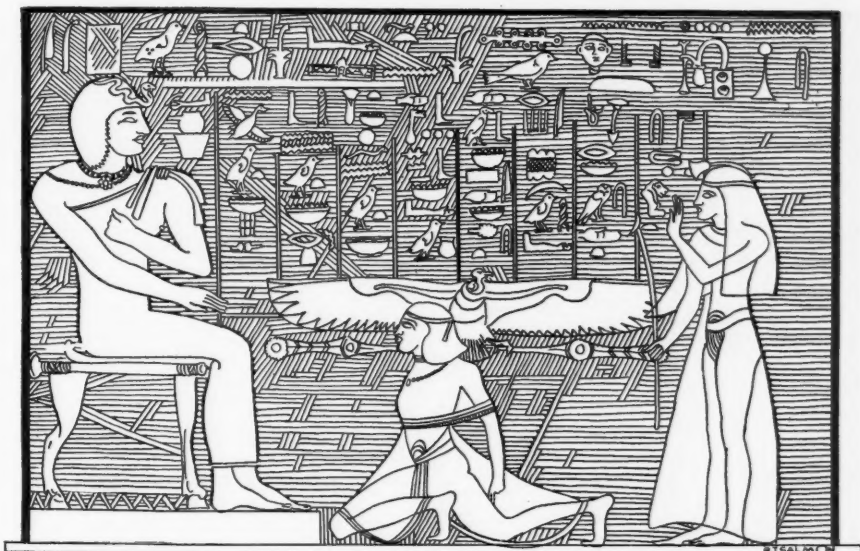
- 1.—The Croesus level, over \$50,000 a year— $\frac{1}{8}$ of 1 per cent.
- 2.—Super-liberal, \$25,000 to \$50,000— $\frac{1}{4}$ of 1 per cent.
- 3.—Well-to-do, \$10,000 to \$25,000—1.1 per cent.
- 4.—Liberal, \$5,000 to \$10,000—nearly 3.6 per cent.
- 5.—Moderate, \$3,000 to \$5,000—almost 9 per cent.
- 6.—Comfortable, \$2,000 to \$3,000—a little over 7 per cent.
- 7.—Minimum comfort, \$1,500 to \$2,000—over 35 per cent.
- 8.—Subsistence level, \$1,000 to \$1,500—almost 23 per cent.
- 9.—Bare subsistence, \$500 to \$1,000—nearly 14 per cent.
- 10.—Poverty level, below \$500—6.8 per cent.

There is a chapter on the distinction between luxury and necessity, leading up to a plea for "creative waste"—supplemented elsewhere in the book by a discussion of "progressive obsolescence."

The second division of the volume discusses the consumer's changed attitude to different classes of products, with especial attention to foods and equipment, in which fields the author seems more expert perhaps than in style goods. Book Three, taking up almost a half of the volume, deals with general topics and trends of selling, and is the most original and stimulating part of this extremely useful work. She criticizes retail practice, on price-cutting and bargain prices particularly, from a point of view that the national advertiser would like to believe is Mrs. Consumer's. She urges that manufacturers adjust put-up to the hand-to-mouth requirements of the light housekeeper; butter in eighth-pound packages; five-cent and toast-size loaves of bread for one or two meals, etc. Chain stores are criticized for limited stock, for poor display (with definite suggestions on how to improve), for failure to meet the requirements of upper-level consumers and for exaggerated claims that they have revolutionized retailing.

Mrs. Frederick tells Stuart Chase just why consumer clubs and specification buying won't work—because the public wants less, not more, work, and because "authentic economic value is made in the consumer's mind, not—as the old economists believed—by the cost of labor and materials." She considers that the average consumer underestimates the degree to which she is influenced by advertising, because it is only human and feminine to think one buys entirely on individual judgment. But then Mrs. Frederick turns to and says that advertising is not educational enough, not complete enough and not reliable enough. She is far less alarmed than ten or five years ago over instalment selling. The volume closes with a novel plan for capitalizing new home equipment purchase for young married couples.

An undeniably interesting and useful work in a field by itself.



HOW WILL YOU STAND WITH THE NEW PHARAOH

Bruce Barton some years ago wrote a very pointed item about the business man who neglects to take account of the changes in organization and the coming generation. He cited the Biblical incident of the new king who arose in Egypt and "knew not Joseph." Therefore, Joseph's close relationship with the old king meant nothing.

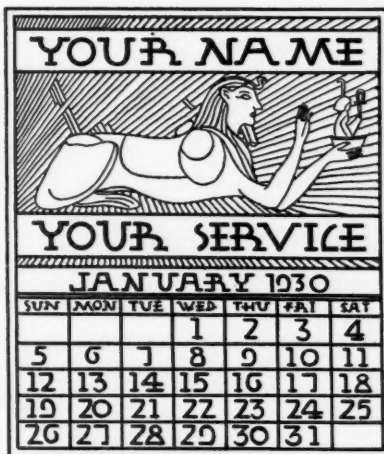
You put through a vigorous periodical or direct-by-mail campaign that has its effect on the present sales or advertising manager, the purchasing agent, or the engineer who specifies materials. But the "new king" who may step into the job of power in a year or so may be some one who has been outside the effective range of your previous campaign. He may know nothing about your products.

Stone-made Poster Calendars

keep your message continually before men in the buyer's chair. But equally important, they reach the younger ones who will follow along. If you have used Stone Calendars consistently in making yourself known to a business organization, your name is certain to be familiar to the "new king" when he steps into power.

These simple and effective reminders in "preferred wall spaces" silently proclaim your business, your products. They connect with buying moods and times.

The cost of an effective Stone Poster Calendar Campaign is modest, considering the potential value. We like to give keen advertisers hints from our extensive experience in preparing calendars and shaping calendar campaigns. Let's discuss the subject.



THE STONE PRINTING AND MANUFACTURING COMPANY

ROANOKE

VIRGINIA

Established 1883

Calendar Specialists for 25 Years

IN NEXT WEEK'S ISSUE

*Getting the spirit of the product
into the window display*



OUR insert in next week's issue of Sales Management shows in miniature a window display recently developed for the Deodo Company. It has a freshness, a cleanness, and a fragrance about it that reflects the spirit of the product. Its beauty of color and design is more expressive than a page of words.

Perhaps you, too, have a product that should inspire distinctive color advertising. A talk with one of our representatives may be the first step towards a realization of your dreams.

THE UNITED STATES PRINTING
AND LITHOGRAPH CO.

Cincinnati Baltimore Brooklyn
Service offices in 16 cities

11 Years of Experience

For

\$50.00 a Month

You Manufacturers, Merchants, Sales and Sales Promotion Managers, who have felt the need for a correspondence supervisor—This advertisement was written to you.

Send me carbon copies of your daily correspondence from every department of your business. I will review it and return it to you with marginal notes for \$50.00 a month.

Do you use sales, collection or adjustment letters in your business?

I will write them for you for \$15.00 each or \$10.00 each in series of three or more.

Both services for \$100.00 a month.

Your work will not be delegated to a clerk, it will be handled by myself, personally and individually.

GEO. R. EVANS

153 North Market Street
Troy, Ohio

The High Cost of "Politics" in Business

(Continued from page 58)

concerns told me that, at one time, she was ready to resign from a position in which she was unusually successful because of religious persecution. The campaign, managed by a petty official, took the form of situations carefully framed to embarrass the woman, false charges and frequent annoyances, all of which greatly interfered with her work.

During her first year she had saved the company about \$20,000 because of a special technical study she had made. Therefore, she was at a loss to understand the attitude of some of her co-workers until she overheard, by chance, a discussion by two of them and learned that they had determined not to tolerate any member of her religion in the office.

Bigotry Cause of Strife

In this case, fortunately, the condition was relieved by circumstances, and it is natural to suppose that such incidents are infrequent. However, a noted business analyst, to whom I happened to mention the case, has assured me that religious bigotry is a frequent cause of factional strife. In one experience that he related, he found an important department of a large concern considerably overmanned and producing about two-thirds of its expected volume. It was found that the cause was due to the fact that the manager of the department was gradually discharging workers, regardless of their ability, and replacing them with adherents of his faith. This had been going on for several years, and a prompt reorganization of the department soon produced results indicating that the loss had run into thousands of dollars.

Still another cause of the same condition is the secret departure from a business policy which carries factional demoralization out into the field among the customers of a company. A typical case was called to my attention twelve years ago by a friend who had resigned as sales manager of a manufacturing concern in the Middle West. His reason for leaving was further explained a few weeks ago, when I happened to meet him again. This is what he said:

"I knew that the company had been mismanaged when I took the job; but they owned some valuable patents on automobile accessories, and they signed a contract giving me complete

charge of sales. I soon found that about half our customers were suspicious of us and resented the fact that the company was giving a group of wholesalers an inside price. This always had been denied by the president and the salesmen; but many buyers did not believe them, and the resulting condition was a serious handicap to our distribution.

"One of the first things I did was to issue a price list with the signed statement that the prices quoted were the lowest the company would make to anyone under any circumstances. The reaction was encouraging. I called in the sales force and told the men that special concessions would not be allowed, and that if any of them tied us up with contracts at special prices they would have to pay the difference.

"In a few days one of the men sent in a large order with an extra 5 per cent discount, and our attorney advised us to ship the goods. I so notified the salesman, thanked him for the business, and enclosed a memorandum from the auditor showing that his account had been charged with the extra discount—a matter of about twelve hundred dollars. Two days later I received a wire from him requesting that the order be held up, and within a week he had returned to his customer and resold the bill at our straight discount.

Refuses \$45,000 Order

"One of the largest jobbers in the business called about a month after I sent out the price list and placed on my desk an order for more than \$45,000 worth of goods. It was the largest order I had ever seen. I told him so and thanked him. Then, noticing that it called for an extra 5 per cent, I informed him that we would not accept it. He went in to see the president, and that gentleman granted the concession; but he withdrew it when I threatened to resign. Then the customer left, declaring with considerable heat that he would cut us out. But about two weeks later he sent me the order at our regular discount with an apologetic letter explaining he only wanted to be certain that we were not giving any other company a better price.

"Even with these lessons in honest selling, however, the president secretly gave three or four of his special

friends an extra 5 per cent, and we were making less than 4 per cent net on our volume. If he realized that he was creating a loss and making me out a liar, he did not care. I stayed on for six months, hoping to convince him he was wrong. A barrier of feeling grew up between us, naturally, and it was reflected throughout the office. Two executives encouraged him, and the office was split into two groups, one working for and the other against me. Our failure to maintain our discount soon got to the trade, and the result was exceedingly discouraging. When I realized that the condition could not be remedied, I broke my contract.

"There were other factors, of course; but this was the major one in throwing away one of the best manufacturing opportunities I have ever seen. The company was comparatively small then, and it is still about the same size. In twelve years it has just about broken even in one of the most prosperous industries the country has ever known. And there is not a doubt that its failure to succeed is due to a spineless and dishonest refusal to adhere to a sound business policy."

Strangely, experiences like these are not exceptional, and the ones enumerated are a small part of the material accumulated in a short while. Undoubtedly, those business organizations in which factional differences and political scheming are not causing expensive demoralization are a small minority. Some day, let us hope, our business analysts and economists will turn their attention to the study of this subject, and then, when business management is informed as to the amazing losses, it will take the trouble to identify the office ward heelers and the scheming politicians, and throw them out.

Mavis Adds Ginger Ale to Line

The Mavis Bottling Company, producers and distributors of Mavis bottled chocolate drink, which has seventeen manufacturing plants and eighty-seven distributing plants throughout the country, is soon to add a low-priced ginger ale to its line.

Distribution of the ginger ale will start in Philadelphia and observations will be made there on the basis of using that territory as a testing ground. The company has had a rapid growth and last month shipped 110,000 cases as compared to 70,000 cases in June, 1928. Its distribution system is direct from maker to retailer.

In a statement made by Walter B. Pearson, president of the company, it is said that the increased tonnage will largely reduce the distribution cost per case on the entire line and will make possible important manufacturing economies which would be wasted on the jobber-to-retailer method of distribution. Distribution of Mavis is rapidly being extended.

Sales Managers—

Is your product sold in Zone
"O"—the wealthiest and most
compact market unit in
Oklahoma?

Write for a copy of "Zone O—
Tulsa's Market Area" today!

The Tulsa Tribune

Tulsa's Leading Newspaper

EVENING

SUNDAY

SMALL, SPENCER & LEVINGS, Inc.
New York - Chicago - Boston

PAYNE-HALL, Inc.
Los Angeles - San Francisco

SALES MANAGERS!

You also should know about

Peabody School Book Covers

*—a new, vigorous method of stimulating sales in sluggish territory.
No other medium can equal it for*

Dealer Effect

IMAGINE telling your dealers that when school opens every child in the community will carry your advertising on every one of his school books. The dealer can't avoid seeing it on the books of his own children and on the books of children coming into his store on their way to and from school. This continuous, visible proof that you stand behind him with your advertising has a tremendous effect on the dealer. Pick your circulation now and get ready for the opening of school next September!

This point is only one of a series of "5 Statements You Can't Deny" about advertising on Peabody Covers. You reach every child every night. Every parent every night. Ten months at one cost. Complete coverage. Complete attention. Complete selling and total exclusion of all competition.

Used today by such advertisers as Calumet Baking Powder, Eskimo Pie, Squibb's Dental Cream, Hohner Harmonicas, etc. Endorsed and distributed by Alumni Association of George Peabody College for Teachers, Nashville, Tenn.

EDUCATIONAL ADVERTISING CO.

George D. Bryson, President
55 West 42nd St. New York

MAIL THIS COUPON TODAY!
Please send rate card and brochure "5 Statements You Can't Deny" to
Name _____
Address _____
City _____ State _____

The One and Only Official Magazine
of the

Young Women's

Christian Associations

The WOMANS PRESS

Carries advertising for the following

American Girl	Narragansett Machine Co.
American Physical Ed.	Non Scents, Inc.
Asen.	National School
A. S. Barnes Co.	Ocean Bathing Suit Co.
Bachmeier & Co.	L. H. Parke Co.
G. H. Bass & Co.	Pediforme Shoe Co.
Brannigan Green & Co.	Pyrene
Bylund Brothers	R. L. Polk & Co.
California Art Supply Co.	Ross Gould Co.
Camp Life	Royal Baking Powder Co.
Cereal Soaps Co., Inc.	Robertson Art Tile Co.
Calumet Tea & Coffee Co.	Safety Name Tape Co.
Constant Carpet Cleaning	A. G. Spalding Bros.
Samuel French Co.	John Sexton Co.
William B. Feakins, Inc.	Slack Manufacturing Co.
J. B. Ford Co.	Stanton Brothers
Felton & Fippinger	Helen Z. Stone
Foot Form Shoe Shops	United States Trust Co.
Grace Dodge Hotel	Utica Sheets & Pillow Cases
Garrod Shoe Co.	Van Housen Favor Co.
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Lion Brothers	Woman's Insurance Bureau
Metal Sponge Sales Corp.	World Acquaintance Tours
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Wise Advertisers point the way to get their share of the

\$23,000,000 ANNUAL BUDGET

Due to pressure on home office, exclusive territory will be allotted to live, active advertising representatives with highest references.

Send for sample, rate card and particulars regarding the "Y" Service free to all advertisers.

Address without delay,

CLARA JANOUCH

Advertising Manager

600 Lexington Avenue New York City

SALES MANAGEMENT FUNDAMENTALS

By RICHARD C. HAY

Mr. Hay is another man whom many of our readers know through his contributions to SALES MANAGEMENT. He was formerly Sales and Advertising Manager of the May Oil Burner Corporation, Manager of Sales Training and Sales Promotion for the American Radiator Company and Manager of Sales Research for the National Aniline and Chemical Company, Inc.

This is a book of analysis which covers the main fundamentals of scientific sales management, and includes valuable appendices covering sales department analysis and the nine major difficulties in sales interviews. Price postpaid, \$3.50.

SALES MANAGEMENT

Book Service

420 Lexington Avenue

New York City

Insurance Salesman Sets New Record in "App-a-day" Production

(Continued from page 59)

him letters of introduction, others called up friends and acquaintances and told them Murray would call on them. All this was helpful, but Murray did not dwell too much on the point that he needed such help in order to win a contest. In many instances he did not even mention the matter to prospects.

"I am thoroughly convinced that in selling a prospect some life insurance I am helping him," Murray said. "I consider that one of the principal reasons for such success as I have won and I thought it more effective to approach a prospect with the intention of helping him than of asking him to help me. A personal friend might take a small policy just to help me, but the great majority of prospects feel no obligation to buy insurance of me just to help me win a contest. That being the case, I took little advantage of the fact that I was trying to establish a new sales record.

Planned Each Day's Work

"Sending out the bulletins and letters was the only advertising or promotional work I did. The rest was just hard work and determination to win. I planned my work each evening for the following day. I kept in good physical and mental condition. During the nearly four months' period, my family and I hardly went out at all. We were all intent on just one purpose. I would start out each morning assuring myself that all I had to do was get one application that day and that I had twelve long hours in which to get one. Some days I did work twelve or more hours, but I average only about eight. I didn't work at all on Sundays or holidays.

"There were several days when it seemed I would fail. I started on November 18, when people were already busy with their Christmas shopping, and as Christmas Day approached it became increasingly difficult to interest prospects in life insurance. They were too busy trying to raise enough money to buy Christmas presents to consider spending more money for something they could postpone. Then immediately after Christmas many of them were financially embarrassed, of course. All in all, it wasn't the most favorable period of the year.

"One day, just before Christmas, I

worked hard without getting even a little encouragement. Dinner time came and I had not secured an application that day. I kept going till about nine o'clock, but without success. I was pretty sorely tempted to give up right then. I was discouraged and couldn't think of another likely prospect to call on that evening.

"Then, as I stood on a corner trying to decide what to do, I noticed a man selling Christmas trees on a vacant lot nearby. He seemed to be doing a good business, so I strolled over with the thought that everyone is a prospect for life insurance and that I might as well tackle this man as any other.

"I asked him how business was and he said fine. We chatted a while about the spirit of Christmas and the custom of giving presents. I made some inquiries about his family and learned that he had a wife and a couple of children. Then I suggested a plan whereby, when he was taken from them, his family would receive a Christmas gift every year in the form of a check from the insurance company.

"He made application for a \$2,500 policy and the day was saved!

Sale at 9 P. M.

"On another day, when I had been unsuccessful in obtaining an application, I called on a prospect about nine o'clock in the evening and succeeded in getting an application for a \$2,500 policy. That was just a case of finding that the prospect was very fond of his children, that he had only \$1,000 of insurance, and convincing him of his duty to provide better for them.

"Many of my sales were pretty hard. One of the hardest was the superintendent of a construction company who showed some inclination to throw me out when he learned that I was a life insurance salesman. I saw at once that he was prejudiced against life insurance and I knew that his prejudice must be due to a misunderstanding of some kind, so I undertook to find the trouble. He was convinced that the insurance companies are making a fortune by grafting and offered in support of his contention such facts as the fine buildings they erect and the large salaries they pay their executives. He had the old idea that insurance policies have too many clauses in

fine print. I succeeded in convincing him he was mistaken, and while I didn't succeed in getting his application that day, I did get it for a \$5,000 policy about a month later and I expect to sell him more."

Murray worked early and late during his contest, though not extremely so. The earliest sale he made was at six o'clock in the morning and the latest about nine o'clock in the evening.

"Everybody is a prospect for life insurance," he reiterated. "Among others, I was reminded of our milkman as a possible prospect, so I set the alarm one morning and was waiting for him in my bathrobe when he delivered our milk. I asked him to step inside for a moment and asked him about his family and his life insurance. He had a wife and some children and was carrying only \$1,000, so I had comparatively little difficulty in persuading him that he should apply for more. He gave me an application for a \$1,000 policy, which wasn't much, but it was an application and was enough to maintain my record.

Sells Prospect's Stenographer

"On another occasion I sold a young man stenographer a policy for \$2,500 while waiting to see his employer.

"On still another I wrote a man, his wife, and five of their six children. The other child was under ten and we had no policy for it. The man took \$5,000 and his wife and children \$1,000 each. But while I secured seven applications from that one family, those seven could not be spread over seven days; the contest was not to secure an average of an application a day, but one or more applications every working day."

Murray has just a few rules of conduct, but he adheres religiously to such rules as he has.

One of these is to work steadily, of course; another is to be courteous and helpful to everyone.

"You can never tell in this business what an apparently insignificant incident may lead to," he said. "By being courteous and helpful, I make friends and friends are a life insurance salesman's capital. I am constantly building for the future.

"I began doing this deliberately, while I was still at the ticket office and I have made many sales to friends I cultivated there. One in particular was a business man frequently called out of the city on short notice. He would then rush down at the last moment and want a lower berth. I al-

RELIANCE
REPRODUCTION CO.
 PHOTO-ENGRAVERS
 LINE | HALFTONE
 BEN-DAY
 3 & 4 COLOR PROCESS
 OPERATING 24 HOURS A DAY
 240 WEST 40TH STREET
 NEW YORK CITY
 LONGACRE ----- 1770

TRADE ASSOCIATIONS THE LEGAL ASPECTS

By BENJAMIN S. KIRSH

formerly Special Assistant to the United States Attorney in New York in the prosecution of Sherman Anti-Trust Act cases. Member of the New York Bar.

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"On the whole, the book is one of unusual usefulness, and will be of great value, not only to counsel for trade associations, but also to laymen concerned with their activities."

—HON. GEORGE W. WICKERSHAM, in *Columbia Law Review*, April, 1929.

Price postpaid, \$5.00

SALES MANAGEMENT

420 LEXINGTON AVENUE

Book Service

NEW YORK CITY

**BIGELOW,
KENT,
WILLARD
& CO., Inc.**

Consulting Engineers

*Merchandising
Counselors*

**Park Square Building
BOSTON, MASSACHUSETTS**

A record of the Proceedings of the Second Merchandising Conference, held under our auspices in Boston, in May, is available for loan to company officials. A request will place your name on the list to receive a copy, which is to be returned to us in ten days.

Astonishing!

Business men tell us the new Portfolio of Attention Compelling Letterheads is really surprising. They say it gives them more ideas on letterhead effectiveness than they ever thought could be packed into a single mailing piece. It includes full-size samples of colorful, friendly letterheads we've created for the exclusive use of our customers. This Portfolio is sent FREE to interested executives. Request yours today, addressing the office nearest you.

Monroe Letterhead Corporation
1008 Green St. 165 N. Union St.
Huntsville, Ala. Akron, Ohio

The Taxi Weekly

Covers the Whole Cab Industry
New York Edition goes to 10,000 taxicab individual, fleet and company operators. Issued Mondays.
National Edition goes to 4,000 fleet and company operators throughout the U. S. Issued Mondays.
Published in its Own Printing Plant at
54 West 74th Street—New York City

Free Mailing Lists

Will help you increase sales
Send for FREE catalog giving counts and prices on thousands of classified names of your best prospective customers—National, State and Local—Individuals, Professions, Business Concerns.

99% Guaranteed 5¢ each

ROSS-GOULD CO. 376 N. 10th St. St. Louis

ways did my best to accommodate him and we got quite well acquainted. I have since sold him a total of \$50,000 worth of life insurance and will sell him more."

Another of Murray's rules is never to make a nuisance of himself. "Many salesmen think they should hang on and try to force an order," he said. "I find it best to maintain pleasant relations with the prospect and always leave him before making myself offensive. I would much rather call again than stay on after it becomes apparent

that he would like to be rid of me. I know of cases where I have obtained applications others failed to get simply because they had been too persistent.

"I don't try to do all the talking, either. I like to get the prospect to talk about himself, his family, and his business. In that way he becomes more friendly, I learn more about his needs, and he sees his needs more clearly. People buy what they want to buy. I try to get them to want to buy life insurance, then I don't have to sell it to them."

Survey of Surveys

(Continued from page 50)

mercial conditions in foreign countries, with special reference to trade opportunities. In addition to publications and news releases, based on advices received from abroad, the bureau answers each day many inquiries on specific subjects, through its commodity divisions, regional divisions and technical divisions. It also furnishes information on such subjects as foreign taxation and tariffs, current financial and economic developments abroad, and statistics of production, exports and imports.

The domestic commerce division, set up as a clearing house for business information, in addition to answering thousands of requests for published material, furnishes information on individual business problems. For example, the bureau was recently asked, "What selling methods are used in this country for porcelain tile?" and "What data is there regarding the market for short human hair, such as accumulates in barber shops?" Such information, much of which is found in the files of the division, is obtained from research data, trade reports and the personal knowledge of the specialists in the bureau. In addition to its comprehensive files built up during the last five years, the division secures information from the commodity and technical divisions of the bureau and other departments, bureaus or divisions of the Government, as well as from non-Governmental sources.

Some of the principal undertakings of the domestic commerce division are: Regional commercial surveys, wholesale and retail cost-of-distribution studies, national retail credit surveys, studies of the causes for business failures, prison industries, returned goods, retail-store problems, the annual publication of business research agencies, and the weekly issuance of *Domestic Commerce*. During the past year studies of the production and marketing of gray-iron foundry products and ensilage machinery were completed by the domestic commerce division, while at present a survey of knitted outerwear machinery is being conducted in Philadelphia. The 1929 edition of the directory of commercial and industrial organizations is being prepared. In Louisville, Kentucky, in cooperation with the local retail grocers' association, the domestic commerce division is carrying on a detail study of food distribution.

The Bureau of the Census, in cooperation with the Bureau of Foreign and Domestic Commerce and the Bureau of Standards, publishes a monthly Survey of Current Business, a work which contains the latest figures for more than 1,700

items on production, stocks, new orders, prices, sales, shipments, etc., of leading industries and branches of industry. These statistics are used by business men in planning sales, in interpreting price movements and in ordering materials. The information is supplied in some cases by the various establishments and in other instances by trade associations and similar organizations. A large amount of census material is given out in the form of press releases.

The Bureau of Standards is essentially a scientific and technical laboratory for service to the industries of the country and to the various departments of the Government, with some 350 specialized scientists trained in physics, chemistry and engineering—all at work testing materials and commodities of commerce. Since the bureau's investigations and experiments are carried on largely in cooperation with the manufacturers, they have resulted—through the discovery of new materials and new processes—in increasing the durability and usefulness of many articles of general commercial use. In the automotive industry alone the bureau's investigations of gasoline, tires and brake linings have resulted in savings to the public totaling many millions of dollars annually.

The division of simplified practice in the Bureau of Standards aids the various industries to standardize, as far as practicable, the grades, types and sizes of the commodities that they produce for market. It also brings into conference producers, distributors and consumers for the purpose of developing and adopting a program which will concentrate production, sale and the use of those grades and types which are of greatest usefulness to American business. The varieties of paving brick, for example, have been reduced from sixty-six to five. The division of building and housing attempts to reduce costs by urging the use of standard sizes of building materials and by simplifying construction practice.

Form Benton & Bowles

William B. Benton and Chester B. Bowles have established the advertising agency of Benton & Bowles, Inc., in the Chanin Building, 122 East Forty-second Street, New York City.

Mr. Benton was formerly with Lord & Thomas and Logan, Chicago, and previously with George Batten Company for five years; Mr. Bowles was with Batten, Barton, Durstine & Osborn in a copy capacity.

Cooperation as a Substitute for Mergers

(Continued from page 61)

solution of export selling. Industries that are made up for the most part of small units now have difficulty in doing their own foreign selling. A small house cannot afford to send its own salesmen to all corners of the globe. However, if several houses could get together and engage a co-operative sales force, the cost to each participant would not be back-breaking.

But, after all, only an insignificant proportion of our manufactured goods is sold cooperatively so far as the actual selling is concerned. If we accept agricultural lines, cooperative marketing as it is carried on in this country consists almost entirely of co-operative sales research, cooperative sales promotion and cooperative advertising. It is in sales development and not in outright pool selling that cooperative marketing has made its greatest headway. In fact, it is not an exaggeration to say that the accomplishments of the manufacturers' associations that are engaged in efforts of this sort have been nothing short of sensational. I have a list of more than a hundred associations that have been successful in achieving some major marketing job.

Market Extension

There are so many things of a development nature that an organized industry can do that there is no need to waste effort doing work of doubtful expediency or questionable legality. Hence the popularity of market extension activities on the part of associations. Not only has the value of cooperative market research and co-operative sales promotion been repeatedly demonstrated, but what is just as important, the Government has put its unqualified approval on work of this kind. In the case of the Tile Manufacturers' Credit Association, the Supreme Court declared that it has no criticism of activities which were intended "to advance or promote the use of tiles by research publicity, advertisement and similar activities."

Herbert Hoover, then Secretary of Commerce, did much to advance the cause of associations. Under his patronage the number, size and importance of trade associations made more advancement since 1921 than in all our previous commercial history. Of this movement Mr. Hoover had this to say in one of his addresses:

"We are, almost unnoticed, in the midst of a great revolution, or, perhaps, a better word, transformation, in this whole super-organization of our economic life. We are passing from a period of extremely individualistic action into a period of associational activities." Mr. Hoover, more than any other man, brought this transformation about. Now that he is President, we may expect to see him continue to lend strong support to every legitimate association activity.

Late in June the Department of Commerce issued a compilation of the business organizations of the United States. It lists more than 13,000 groups of this sort. About 2,000 of these are national trade associations. When the department first began to catalog commercial groups in 1912 it could find only 3,200 bodies to list. At that time there were only 350 organizations that had a national scope.

Extremes in Membership

The smallest membership in our 13,000 organizations is to be found in the Pyroxylin Plastics Manufacturers' Association. It has only three members. The largest strictly commercial group is that of the Burley Tobacco Growers' Association with a membership of 109,000.

This compilation indicates that practically every industry in the land is organized. For instance, there is a National Pickle Packers' Association, a Minced Razor Clam Packers' Association, a Rubber Heel Club, etc. However, less than 5 per cent of these 13,000 associations are engaged in any form of marketing. Only about 1 per cent of them have attempted to do sales promotion on a national scale.

The work of the Save-the-Surface Committee, representing the paint and varnish industry, is a typical example of what a well-managed sales promotion campaign can do for an industry. This campaign has been running for about nine years. During this period it has doubled the sales of the industry. Before the effort was launched, paint and varnish sales did not even keep step with the growth in population. Now the sales are advancing much faster than the population.

Despite the fact the paint industry has long been well advertised, the amount of advertising done by individuals in the industry has increased since the cooperative method was

In May, 1929

The Press-Guardian carried 208 *exclusive* accounts, according to the detailed reports of DeLisser Brothers, newspaper accountants.

In addition to this excellent showing, The Press-Guardian was used in 89 percent of all other purchases involving the use of more than one newspaper.

All of which proves by example that in the Paterson, New Jersey, market the "key-stone buy" is

The Paterson Press Guardian

(Member of The 100,000 Group of American Cities)

National Representatives

SMALL, SPENCER & LEVINGS

New York-Boston-Chicago

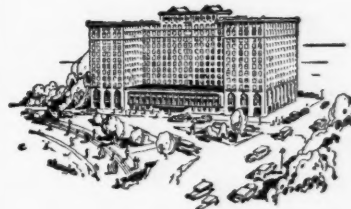
GEORGE H. PAYNE, INC.

Los Angeles-San Francisco

Why you will come back!

You will find ease and comfort in its livable rooms; you will enjoy the tempting food for which THE DRAKE is famed. But even more will you appreciate being able to enjoy sunny rooms with a wide outlook over Lake Michigan, yet be within easy walking distance of the clanging, surging streets of Chicago's Loop. Rates as low as five dollars a day single room with bath; six dollars double. Special discounts for extended stays. Write for Illustrated Booklet, Edition 10.

THE DRAKE is under the Blackstone management, the world's standard in hotel service



The **DRAKE**
HOTEL Chicago

inaugurated. Five years after the Save-the-Surface drive was started, participating manufacturers were doing 50 per cent more advertising on their own account than they were before. I don't know what the increase is now, but it is well above the ten-year average prior to 1920.

The advertising of paint and varnish manufacturers is now much more selfish than it was in the old days. That probably explains its increased selling effectiveness. Today the paint man can devote his sales endeavors to pushing his own business. Before the Save-the-Surface Committee got going the paint manufacturer had to donate a larger part of his sales work and his advertising to educating the public on the value of paint. His selling was at that time 50 per cent missionary, and his advertising was at least 75 per cent educational. Now he can devote 100 per cent of his sales promotion to featuring his own brands and to talking about his own goods. The educational work can be left for the association.

And that is as it should be. An association is in the best position to conduct the propaganda for an industry. No one company or group of companies can be expected to be industry-minded. They are bound to have a selfish perspective on the industry. It is inevitable that they will do what is best for themselves rather than what is best for the industry as a whole.

That is why consolidations so often fail to develop their industries. Their outlook is likely to be selfish. Too often they become self-complacent and in neglecting to develop their industry's market they also neglect their own business.

(The conclusion to this article will appear in the July 20 issue of SALES MANAGEMENT.)

Better Business Bureau Names Fuller President

Alfred C. Fuller, president of the Fuller Brush Company, Hartford, was elected president of the National Better Business Bureau, Inc., New York City, at a recent meeting of the board of directors. He succeeds Edward T. Hall, vice-president of the Ralston Purina Company, St. Louis.

Other officers elected were William A. Hart, vice-president, and C. W. Banta, vice-president of the Bank of America, re-elected secretary-treasurer. Mr. Hart, director of advertising for E. I. du Pont de Nemours & Company, Inc., Wilmington, succeeds Lewis G. Harriman, president of the Manufacturers & Traders-People Trust Company, Buffalo.

Personal Service and Supplies

Classified Rates: 50c a line of seven words; minimum \$3.00. No display Cash Basis Only. Remittance Must Accompany Order.

HELP WANTED

OPPORTUNITY FOR A YOUNG MAN, ONE or two years out of college, to learn sales promotion in a long established company, marketing nationally advertised products. Must be eager to learn and not be dismayed with the prospect of starting at the bottom; opportunity for the long pull is unusual. Address Box 314, SALES MANAGEMENT, 420 Lexington Avenue, New York, N. Y.

SALES PROMOTION

\$50 to \$50,000 DAILY SALES SECURED FOR our clients. This distributor took on a new specialty, retailing at \$60. His first purchase \$12. We submitted a sales program capable of national expansion. Within four years his sales were nation-wide, running to \$100,000 monthly. 35 years salesmanship-in-print experience back of our campaigns. Submit sales problems for free diagnosis. 10 years Sales Promotion Manager, Larkin Co. James C. Johnson, 119 Woodbridge Ave., Buffalo, N. Y.

LINES WANTED

Representative of nationally known electrical manufacturer locating in San Francisco can give one or two additional electrical manufacturers excellent representation covering Pacific Coast on agency basis. Jobbing lines preferred. Correspondence solicited. Address Coast Agent, SALES MANAGEMENT, 420 Lexington Ave., New York, N. Y.

EXECUTIVES WANTED

IF YOU ARE OPEN TO OVERTURES FOR new connection, and qualified for a salary between \$2,500 and \$25,000, your response to this announcement is invited. The undersigned provides a thoroughly organized service, of recognized standing and reputation, through which preliminaries are negotiated confidentially for positions of the calibre indicated. The procedure is individualized to each client's personal requirements; your identity covered and present position protected. Established nineteen years. Send only name and address for details. R. W. Bixby, Inc., 118 Downtown Building, Buffalo, N. Y.

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Reprints at Cost

We will reprint at cost plus ten per cent for postage and packing any article in this or other issues of SALES MANAGEMENT.

In every issue there are articles which profitably could be sent to business associates, customers, or friends of some of our readers. We shall be pleased to quote prices in any quantity desired.

"GIBBONS knows CANADA"

J. J. GIBBONS Limited Advertising Agents
 Toronto Montreal Winnipeg Vancouver Hamilton London Eng.
 New York Office 2152 Granbar Bldg. Thomas L. Briggs Manager for United States

1929 • SEPTEMBER • 1929						
Sun	Mon	Tue	Wed	Thur	Fri	Sat
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30					

THE 1929 REFERENCE NUMBER

Markets and Media, with Guide to Advertising Agencies

WHY—Every year since 1924 this magazine has gathered together and published in book form the most essential information needed in planning and executing sales. It is the only book which presents comprehensive market and distributing data, directory of approved advertising agencies, essential information about media—for both domestic and foreign markets.

Last year's edition still is consulted daily by thousands of sales and advertising executives, advertising agency men, and publishers. The volume fills an urgent and widespread need—and the 1929 edition will excel greatly any past effort, in number of subjects treated, up-to-dateness and authenticity of data, and in arrangement and indexing of contents.

WHY September 14th—Previous SALES MANAGEMENT Reference Numbers have been printed in the Spring. This year a September date was chosen for two reasons: (1) valuable data compiled by the census department and other government agencies are released as of July 1 (also publishers' reports), (2) *the book will be distributed to subscribers when they are actively planning their 1930 sales and advertising campaigns.* A September publication therefore assures immediate and concentrated use of the book.

WHY a 53rd Issue—The Reference Number will be published separately from the regular issue of SALES MANAGEMENT dated September 14th. SALES MANAGEMENT, the magazine, specializes on news features. The Reference Number is essentially data rather than news and will be durably bound. The approximately 15,000 subscribers to SALES MANAGEMENT will receive it as a part of their subscription, and, in addition, between two and three thousand extra copies will be sold at \$2.00 each through direct mail, newsstands, and bookstores. It will be audited, A. B. C. circulation.

Editorial Plans—The book (of several hundred pages) will be divided broadly into six main divisions: **MARKETS**—Where people live and how much they have to spend, featured by the Sales Management Index of County Buying Power. **DISTRIBUTION**—How to reach the markets; data on distributors by industries and sales by months in various industries. **ADVERTISING APPROPRIATIONS**—Colored charts and other data showing how hundreds of important advertisers in 56 different lines of business break up their advertising dollar, and in what media they spend it. **ADVERTISING AGENCIES**—Complete list of recognized agencies; with personnel sketches and other description of those recognized by two or more publishing bodies. **ADVERTISING MEDIA**—Essential data about all forms of advertising. **FOREIGN MARKETS**—Market and media data on the major sales outlets of the world.

SALES MANAGEMENT

420 Lexington Avenue, New York



77%

*of the Five-Year Advertisers
in Chicago Newspapers*

Chose

The Chicago Tribune

The CHICAGO TRIBUNE has carried 5,000 lines or more each year for the last five consecutive years, for a total of 229 advertisers, local and national.

For 47 of these consistent advertisers, the Tribune practically has done the Chicago advertising job alone, for during no years of the five did any of the 47 use as much as 5,000 lines in any Chicago paper but the Tribune.

Next in line is an evening newspaper with a total of 180 five-year, 5,000-line accounts, only six of which depended upon it to do the Chicago advertising job. The third paper held 154 of its advertisers during the five-year period, with only three of them relying upon it for major support.

All in all, there were 298 five-year, 5,000-line advertisers in Chicago newspapers. The Tribune can claim 77% of them, the second paper 60%, the third paper 52%, and the other three papers 51%, 35% and 17% respectively.

Measured by any yardstick, the conclusion is inevitable: to sell the rich Chicago market, concentrate your advertising in the Chicago Tribune!

Chicago Tribune

THE WORLD'S GREATEST NEWSPAPER